



JK Chrome

JK Chrome | Employment Portal



Rated No.1 Job Application of India

Sarkari Naukri
Private Jobs
Employment News
Study Material
Notifications



JOBS



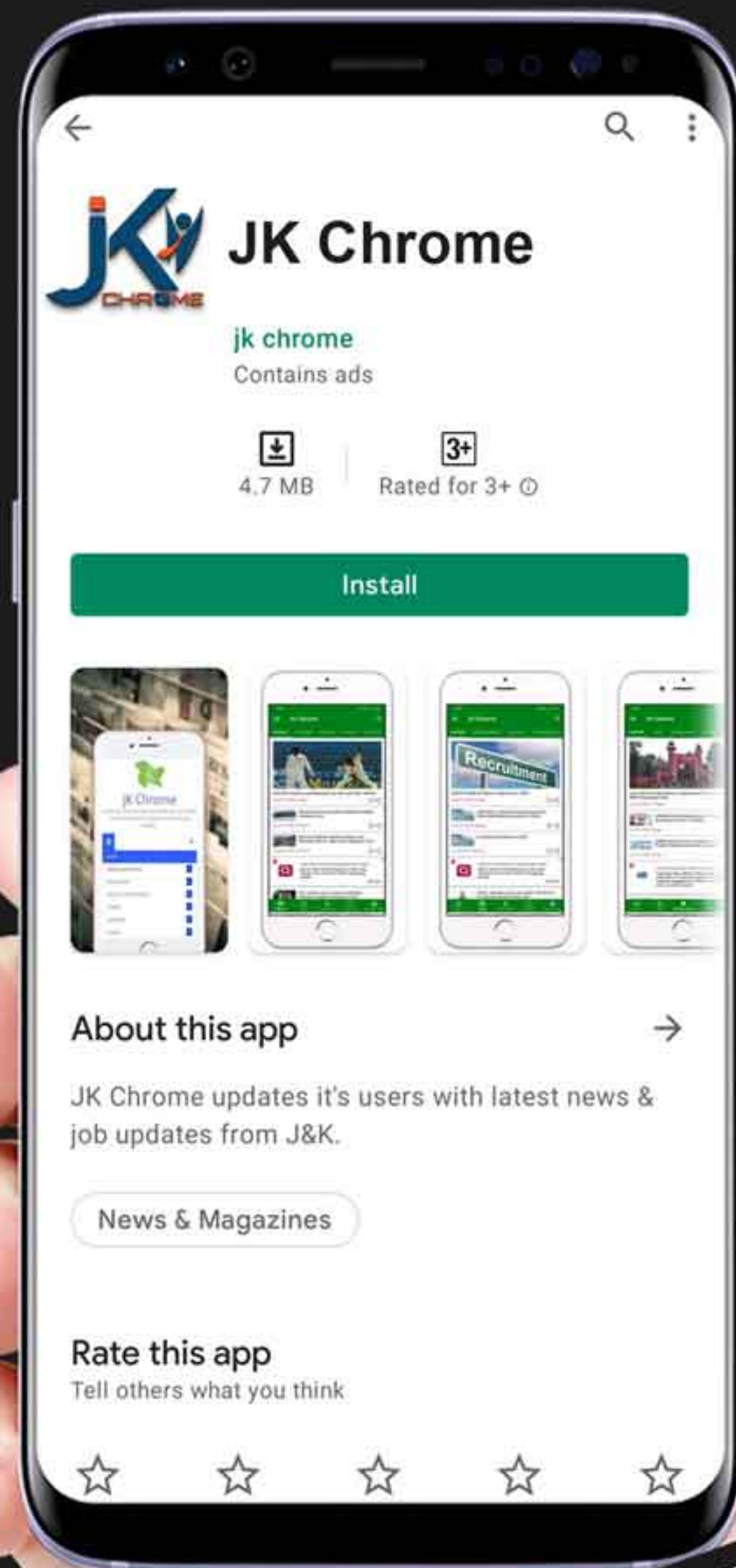
NOTIFICATIONS



G.K



STUDY MATERIAL



JK Chrome

jk chrome
Contains ads



www.jkchrome.com | Email : contact@jkchrome.com

CASE STUDIES

www.jkchrome.com

Contents

Unit - 1 : Introduction

1.1	What are Case Studies?	06
1.2	Their Relevance in Civil Services Exam	07
1.3	Attributes of a Good Case Study Answer	07-10

Unit - 2 : General Framework for Answering the Case Studies

2.1	Introduction	11
2.2	Body	12
2.3	Conclusion	16
2.4	Different Ethical Approaches	18

Unit - 3 : Types of Case Studies

3.1	Case Studies Based on Public Sector Ethics	25
3.2	Case Studies Based on Private Sector	27
3.3	Case Studies Based on Applied Ethics	28
3.4	Case Studies Based on Individual Morality	29
3.5	Case Studies Based on Society	30
3.6	Case Studies Based on International Ethics	30
3.7	Case Studies Based on Attitude Change and Emotional Intelligence	31

Unit - 1

Introduction

1.1 What are Case Studies?

Though the meaning of case studies is not that will be asked by UPSC, it is important for the candidates to understand it. Without understanding the meaning, students will not be able to realize the true objective of introducing case studies in Civil Services Exam (CSE). It will also help them to understand the expectations of examiner, so that their answers can be in tune with what is required.

Case studies can be defined in different ways in different contexts. For example, in social and life sciences, a case study is a research method involving a close, in-depth, and detailed examination of a subject of study (the case), as well as context in which the study has taken place.

However, when it comes to CSE, **Case studies are stories**. They present realistic, complex, and contextually rich situations and often involve a dilemma, conflict, or problem that one or more of the characters in the case must negotiate.

A case study provides an adequate fact base to stimulate an educated conversation concerning possible outcomes. Every case has one central decision point, dilemma, or angle. The nature of the situation is clearly apparent within the first few lines of the paragraph, but it does not have an obvious solution. The case put the candidates in the role of a decision maker or an administrator facing a problem.

The writing in a case is precise and nuanced, yet always clear and concise. It is neither colloquial nor stuffily formal. It is also engaging and interesting to the students.

For example, UPSC gave a sample case in 2013:

“You have been working with your team for almost a year. One of your subordinates Mr. A is very effective and hardworking, he takes responsibility and gets things done. However, you have heard that Mr. A makes loose comments about women. Mrs X who is working under A, comes to you, she is visibly disturbed. She tells you that Mr. A has been making undue advances towards her and has even asked her to go out for dinner with him. She wants to give a written complaint seeking action against Mr. A. what would you do and why?”

In this case, the central idea is to provide justice to the woman employee while maintaining the efficiency of the team. You have to take the decision keeping in mind all the repercussions. Rights of women must be taken into account but at the same time, you also have the duty to make profits for the organization. Impact on society in short and long term will also be analysed.

Exploitation of women at work place is not something new in India and as an administrator, candidates have to deal with such situations in future. A good case study is thus a vehicle by which a chunk of reality is brought onto the question paper and is to be worked over by the candidate.

A good case keeps the candidate grounded upon some of the stubborn facts that must be faced in real life situations. They bridge the gap between the academy and the workplace. They also give students practice identifying the parameters of a problem, recognizing and articulating positions, evaluating courses of action, and arguing different points of view.

Good case study answers begin with an analysis of the key issues in the case. The analysis then serves as the basis for defining the most desirable outcomes and considering what options are available. This process usually results in a diversity of opinion as the candidate view the case situation from different perspectives, stressing different values and promoting different outcomes. This diversity in perspectives becomes the basis for good marks in this paper. Participants should value these differences, recognizing them as essential to learning, and make a special effort to encourage new opinions about the case. As a result, the case exercise will not only become a profitable learning experience, but will also fetch them extra marks.

1.2 Case Studies Relevance in Civil Services Exam

The reputation and success of governance depends upon the ethical conduct of public functionaries and how it is perceived by people. It is therefore of fundamental importance that public functionaries act justly and fairly to all, not paying just lip service to ethical conduct but also ensuring that ethics are manifested and undoubtedly seen in their conduct. It is imperative that all public functionaries upon accepting government employment recognize that they have a special duty to be open, fair and impartial in their dealings with society.

The introduction of paper-IV in the syllabus is aimed at fulfilling the above assertion only. The underlying philosophy is that the person/s inhabiting the administrative positions should be embellished with virtues mentioned under the syllabus.

But having knowledge of ethics is one part and their application in real life situations is other. Section B caters to this application part of ethics in human life. As per UPSC's notification:

'Case study would test the candidates' attitude and approach to issues relating to integrity, probity in public life and his problem solving approach to various issues and conflicts faced by him/her in dealing with society.'

Thus, UPSC has introduced case studies to bridge the gap between theory and practice. It is also a well-known fact that the Problem-Based Learning (PBL) approach helps in better education and professional development. For example, another sample case was given by UPSC in 2013:

"You are posted as the Medical Superintendent of a District level Govt. Hospital which caters to the need of poor patients from surrounding rural areas along with the local people from the district town.

As such the hospital has very good infrastructure and adequate equipment to cater to this need. It also receives sufficient funds to meet the recurring expenditure. Inspire of this there have been repeated complaints particularly from the patients which include the following

- I. Very poor maintenance and un-hygienic conditions in hospital premises.
- II. The hospital staff frequently demanding bribes from the patients for the services rendered.
- III. The negligent attitude of the Doctors resulting in times of casualties.
- IV. Siphoning of a substantial stock of medicine by the staff and selling it out.
- V. Strong nexus between the senior Doctors of the hospital and the owners of local private nursing homes and testing labs as a result of which the patients are strongly misled and dissuaded from availing the hospital facilities and rather compelled to purchase costly medicines from market and get medical tests and even operations done from private medical houses.
- VI. There also exist a notorious employee union which puts undue pressure and resents any reformative step by the administration.

Ponder over the situation and suggest effective ways to tackle each of the above mentioned problem."

The problems mentioned under this case are quite common in a bureaucrat's life. These problems require a civil servant to make use of tools like RTI, Citizen's charter, Social audit etc. for their resolution. Most civil servants do understand these tools but often fail to make use of them, especially when they are most required. That is why, case studies have emerged as an essential pedagogical tool that has proved its worth in teaching, evaluation, training and education.

Case studies checks your ability to interpret things. It measures your ability to look beyond what you see. Case study helps to ensure the accurate judgment of the personality of the candidate for the suitability of the administrative job. In short, it helps in judging following attributes:

- Case study provides additional avenue apart from regular question-answer format to judge the **attitude of the candidates** towards different problems. For example, attitude towards different caste and classes of Indian society and stereotypes and prejudice associated with them.
- Understanding of the situation and **presence of mind to seek right solution** to the scenario presented.
- Checks the **creativity and innovativeness** of the candidates with regard to different life experiences.

Creativeness is the focal point of the study in these case studies i.e., how one sees the ray of hope in difficult situations, how the processes need to be handled etc.

- **Emotional intelligence:** It is important for a candidate to balance emotions with reason while making decisions.
- **Depth of understanding and perception:** from how many perspectives or dimensions, a candidate can analyse a problem.
- **Awareness of social issues and problems** as most case studies are based on real life situations or some deficiencies of Indian society.
- **Decision making skills** of the candidates, especially in tricky scenarios.
- **Ability to resolve ethical and moral dilemmas** by balancing the needs and rights of all concerned stakeholders.
- **Leadership skills:** whether the candidate is ready to take the responsibility or just pass it to someone else.

Thus, UPSC through the case study method can initiate and maintain an active way to interpret the psychology of the candidate and see whether they are suited for the administrative job or not.

1.3 Attributes of a Good Case Study Answer

In the earlier topic we discussed how relevant case studies are in CSE and what UPSC is trying to judge among candidates. Based on this discussion, now one can identify the various parameters which will decide the quality of our case study answers. These parameters are in tune with the expectations of the examiner i.e. these are the qualities which the examiner will look for among CSE candidates:

1. Flexibility: Candidate should be flexible in approach for effectively resolving case studies. They should emphasize on exploration rather than prescription, as they are comparatively freer to discover and address issues as they arise. In addition, the looser format of case studies allows candidates to begin with broad questions and narrows their focus as their experiment progresses. It is also a desired quality among civil servants as they have to look things from a wider perspective. For example, consider the following case:

Case: You have grown up with X, who has been your best friend since childhood. You have shared your joys and sorrows and have been each other's confidante. Both of you are in your final year graduation and writing your final exams. In the exam you notice that your friend is copying and cheating a lot. What would you do and why? (given by UPSC as a Sample case study in 2013)

Analysis: In this case, most students will write that they'll complain to the invigilator as cheating is unethical. But students should not restrict themselves with this thought and should try to remain as open as possible. They should even try to defend the behavior of cheating (counter perspective). Only then, they will be able to write a balanced answer. One can explore a middle ground as well. Like not complaining for now and then taking the responsibility to change the attitude of your friend towards cheating. One must also explore the long term impact of cheating on his friend or what impact it is going to have on the society. Different moral thinkers like Buddha, Aristotle, Mahatma Gandhi, can be brought in to defend your assertions.

2. Objective and problem-solving prescription: Question-answer type of testing a candidate has long been criticized, as the weakest way to test knowledge and intelligence and even considered as pseudo-scientific. UPSC wants candidates to be objective, and who can offer a problem-solving prescription.

Problem solving is just like solving a homicide case by a policeman. Suppose you are the SHO and a murder has been committed in your area of jurisdiction. What will be the procedure, you follow?

First you will visit the crime scene and conduct primary investigation. Then on prima facie evidence, you will file an FIR. Then a list of suspects will be prepared and then based on comprehensive investigation, a suspect will be chosen and charge-sheet will be filed against him in the court of law.

Similarly, in a case study also, first the key issues and aim is identified. Then a list of available options is prepared and then all options are analyzed in a neutral manner. Only in the end, a decision is made. Most students however, make a choice in the starting and then the whole answer is based on justifying the chosen option. For example,

Case: A criminal has killed Mohan's mother during a bank robbery. He killed her intentionally in order to create fear in the minds of people present in the bank that day; so that nobody interferes during the robbery. He has been caught but the damage has already been done. The criminal has been sentenced for life imprisonment. 8 years later, Mohan is contacted by an NGO which works for the rehabilitation of criminals in the society. The NGO informs him that the criminal who killed his mother is suffering from blood cancer and has only maximum one more year to live. If Mohan permits by signing the amnesty plea, this criminal can spend his last time with his family. What and why in your opinion Mohan should do in this situation?

(250 words, 20 marks)

Analysis: in such cases, students show the tendency to reach the conclusion in the starting itself. Most will decide that forgiveness must be shown towards the criminal and then their whole answer will be based on justifying this option only. Again it's like deciding who is the murderer right before the investigation and then the whole investigation is based on proving that person as the murderer. In the above case, Mohan's mother was killed in a well-planned manner, and we are dealing with a professional criminal. Letting him free may create a problem for civilians. He can also commit another crime as a last measure of devotion towards his family as now he has nothing to fear about. He is going to die in one year. Gandhian perspective can be given to forgive the criminal but in the end, innovative approach is required like shifting the criminal to an open jail.

3. More practical approach: Candidates need to be practical and pro-active. This emphasis can help them bridge the gap between normative answers and concrete practical solutions. Candidates should avoid emphasis on deeper data based answers as the commission expects students to take a practical and relevant approach. Thus, concrete situation specific steps are required to resolve the cases.

For example, you are the principal of a college and cases of ragging are increasing. What steps can be taken in this regard? In such cases, some specific steps are required like

- Attitude change through focusing on CAB components.
- Legal and infrastructural improvements
- Pledge taking ceremonies etc.

4. Ethical Considerations: Candidates should consider certain ethical issues while studying the case studies. For example- Students should take pro-democracy or pro-women stand in the case-study, if such type of scenario emerges. UPSC encourages ethical considerations along with modern values, which are more pro-democracy, pro-freedom, pro-constitution and pro-women oriented. So candidates should always try these as ethical guidelines, according to which they arrive at rightful considerations. **Multiple ethical approaches are there which are discussed in next unit.**

5. Personal biases need to be considered well: The personal integrity, sensitivity, and possible prejudices and/or biases of the candidates need to be taken into consideration as well. Personal biases can creep into how the candidates think about different stakeholders in a case.

For example, people usually have negative attitude towards politicians. So in many answers, candidates are found bashing the politician which creates a negative impact on the examiner, as UPSC is recruiting you to serve the political arm only. In short, emotional intelligence is required to answer your cases.

6. Justification: one thing should always be remembered while answering a case study. You will get marks not for the choice you made but for the justification you present to defend your choice. It has often been found that both the options available in the case are correct. In such scenario, your reasoning will fetch you marks rather than your choice of option.

For example,

Case: You are serving as a Commanding Officer (CO) of an army battalion which has been posted in one of the states of northern India. The state is going through many internal security problems like insurgency and associated terrorism. Number of terrorist attacks is rising in the state and it is getting difficult for the government to control the menace. It is largely because of the support terrorist are getting from local population in hiding and carrying out their operations. Local people act as a shield or use stone pelting to stop army from catching the terrorists.

A case has come up where a major serving under you has used a civilian as a human shield in a counter terrorist operation. The civilian was caught while throwing stones on the army officials. Using him as a shield on a government vehicle deterred the locals from throwing the stones, further leading to a successful arrest of five terrorists.

However, the video of this human shield got viral on social media and has led to some serious criticism of army administration. It has also been publicized by many national level media channels and newspapers as an act of human rights violation. The government has asked you to prepare a report regarding the conduct of major and give your opinion on the action to be taken to resolve the situation. In this context:

- a) Explain the ethical issues involve in the case?
- b) What can be the repercussions of punishing as well as not punishing the army major for his action?
- c) What advice and course of action you will suggest in your report? **(250 words, 20 marks)**

Analysis: in such cases, both options can be justified. One can give reasons for punishing as well as not punishing the major. In such scenario, the evaluator is not much interested in your choice of option, but he'll be more concerned with what reasons you have given to give priority to one over other.

7. Taking Stand on Ethical Grounds: it has usually been seen that candidates try to take a middle approach while presenting their solutions. It is not a bad tactic but always taking a middle path is also not right. The cases where grave injustice has been done or problems which needs some extreme solutions, must be dealt with a hard stand. For example, there is a civil servant who is efficient but corrupt. He has been caught taking bribe. What will you do? In such cases, a tough action needs to be taken as one has to show zero tolerance towards corruption. But of course one has to justify this tough stand using some reasons as well as emotions.

8. Following the framework: it is very important for the candidates to bring clarity in their answers. Clarity simply means congruence between what you are thinking, what you are writing and what the evaluator is understanding. Clarity also comes through better organization and presentation of your analysis. A good framework caters to all these requirements. Though there in no one fixed framework for answering a case study, yet a framework (discussed in next unit) can be used as a thumb rule to save time and bring clarity in answers.

■ ■

Unit - 2

General Framework for Answering the Case Studies

A general framework has been discussed in this unit, which will help the candidates to create a picture in their mind about how they are going to frame their answers in exam settings. Such a framework will also help candidates to save time, which is a scarce resource in paper IV.

Framework for ethical decision making includes following steps each having some questions which a person has to answer to himself in order to reach a decision. Certain variations will come as per the nature of case study, but overall structure will remain the same.

2.1 Introduction of Case Study Answer

This part includes recognition of the ethical issues and value concerns involved in the case. Different stakeholders in the case are also mentioned along with the aim of your analysis. Many candidates start their case studies by mentioning the facts of the case. But that's a wasteful exercise, as UPSC is providing you with limited space and time.

Ethical issues and dilemmas happens to be the most important part of any case study answer. Correct recognition of ethical dilemma and values involved alone will fetch you around 30% marks. It is also a time taking process but with practice, it can be mastered.

In order to recognize the ethical issue involved in a particular case, one can ask following questions from himself:

- Could this decision or situation be damaging to someone or to some group?
- Does this decision involve a choice between a good and bad alternative, or perhaps between two "goods" or between two "bads"?
- Is this issue about more than what is legal or what is most efficient? If so, how?
- Which ethical approaches are related to the situation?

For example,

Case 1: Amit Kumar is the commanding officer of an army battalion which has been posted in a very remote area of Northern India. The area is very cold and the terrain is very difficult for survival. Above that consistent threat is there from the hostile neighbor. A case has come up where a soldier of Amit Kumar's unit has posted some pictures and remarks on social media regarding the poor quality of food served to them. As per the soldier, the food not only tastes bad but is also not enough to fulfill the nutritional requirements of soldiers.

The post has led to some serious criticism of army administration. It has also been publicized by many national level media channels and newspapers. Pressure is there on Amit as he is responsible for his battalion's behavior. The initial enquiry suggests that the food served is indeed of bad quality. Complaints have been registered but have not reached Amit because of poor communication setup. **(250 words, 20 marks)**

Analyze the situation and explain:

- What can be the repercussions of such incidents from different perspectives?
- What Amit should do to resolve the situation in best possible manner?

Analysis: the answer to this case can be started in this manner-

"Army personnel are first line of defense at the border. Their well-being is directly related to the well-being of nation. Several issues and dilemmas involved in this case are:

- Truth vs. loyalty on part of soldier
- Army discipline vs. empathy and compassion towards the soldier.

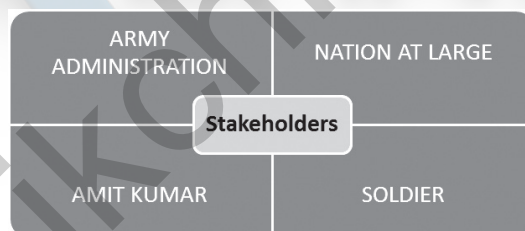
- Sovereignty and protection of state
- Right to dignified life which includes right to health and right to food
- Work culture in army organization
- justice to the soldier”

This happens to be the best way of starting the case, as the examiner gets the impression that the candidate has understood the underlying issues of the case. Successful completion of this step then makes it very easy for the candidate as in the remaining part, he/she has to just elaborate these issues only.

Variations can be brought through different presentation styles. Like in some cases, where value concerns are less, a paragraph can be written instead of points. In context of cases, which are based on some social problems like unplanned migration, stalking, domestic violence, one can start with some facts also. Some candidates also make a box (given below) to present the content. Like the above case can also be started in the manner given below:

Values/ethical dilemmas	Stakeholders
<ul style="list-style-type: none"> ● Truth vs. loyalty on part of soldier ● Army discipline vs. empathy and compassion towards the soldier. ● Sovereignty and protection of state ● Right to dignified life ● Work culture 	<ul style="list-style-type: none"> ● Army administration ● Soldier ● Amit Kumar ● Nation at large
Facts	Aim
<ul style="list-style-type: none"> ● Poor food quality signaling corruption ● Failure of grievance redressal mechanism ● Perception of army among citizens 	<ul style="list-style-type: none"> ● To restore the image of army as well as redressing the concerns of soldiers while maintaining army's code of conduct.

Many times, stakeholders are mentioned separately, in form of a diagram:



Similarly, other variations can also be there. It all depends on the innovative skills of candidates. Many times, exceptional scores are observed that is largely because of how well this first part has been answered. In some cases, the case directly asks about the ethical issues involved in the case. In such scenario, this introduction part becomes more comprehensive, as candidates have to give a brief explanation also with regard to different values and ethics involved in the case.

2.2 Body of Case Study Answer

The body of your answer will completely depend upon the requirement of the case. After observing the case studies asked till now by UPSC, certain types of case studies have been identified, based on the kind of question, which has been asked. These types are:

I. Analyze/critically analyze from different perspectives and write what you will do in the given situation.

Case 2. You are posted as the deputy superintendent of police (DSP) in an area with majority rural population. A case has come up in which 2 cattle thieves have been beaten to death by the villagers. These 2 thieves entered the village for stealing the cattle but were caught by the villagers and were thrashed to death.

Local police is under tremendous pressure to not register any FIR against the village people and demand for no action is there as those who died were criminals and regular offenders. The deceased belong to poor

families from backward classes. Such incidents are not new as in maximum cases; if a criminal is caught by the mob is beaten without any mercy.

Analyze the situation from different perspectives and explain what action will you take in this situation and also steps to be taken to avoid such violence in the future? (250 words, 20 marks)

Analysis: in such cases, the body of your answer will include the analysis of your case from different perspectives. There are three ways of writing different perspectives:

- a) writing from the perspective of different stakeholders. Like in above case, candidates can write about the duties, rights, justice, repercussions and observations about the DSP, cattle thieves and their families, villagers, police administration and society in general.
- b) Writing from the perspective of different schools of moral philosophy. Like utilitarianism, justice, rights, common good and virtue approach. A special mention of these ethical approaches has been made in the last part of this unit.
- c) Writing from general perspectives like social, legal, constitutional, political, philosophical etc.

Like the body to this case can be:

- **DSP Perspective:** his duty to maintain law and order and treat all citizens equally. Maintaining virtues of empathy towards the deceased and showing courage to handle pressure from villagers. Not registering FIR will also set a wrong precedent.
- **Social perspective:** the case shows high level of intolerance and division in society. No fraternity and poor social capital (common good) is there.
- **Family of Deceased:** injustice has been done as burden will fall upon them. Their right to dignified life has also been violated.
- **Villagers:** their right to property was violated but they had no legal authority to do justice. Such cases will turn a democracy into mobocracy and rule of law will be threatened.

Note: Final action to be taken by DSP will come in the conclusion part of your answer.

Case. Another example can be taken of the case 1 mentioned in 'introduction of case study' part. Part 'a' of that case (reporting poor quality of food by soldier on social media) is: - "What can be the repercussions of such incidents from different perspectives?"

Its answer can be:

- **Amit Kumar's perspective:** the case shows failure of leadership and communication channels. It may have serious repercussions on Amit's career.
- **Soldier's perspective:** Sovereignty and protection of state is the highest duty of every army personnel. Hence motivation level of army personnel, serving in difficult condition, has to be maintained. Basic necessity of food must be fulfilled to deal with physical labor and mental stress. Further when the internal communication channel is not working then one has no option but to seek help of outside sources.
- **Army's perspective:** However, army has to preserve its discipline and integrity. This is important for its efficient functioning. Complaining directly in social media will set a wrong precedence of bypassing the formal channel and hamper the work culture of army. It also reduces the credibility and image of army in public domain. This also poses a risk of divulging other critical information of army operations. Also a soldier is supposed to be bound by call of duty and show fortitude in the interest of nation. This act of whistle blowing can also lead to a domino effect, which may result into an uncontrollable situation. Soldiers can also get discouraged to serve difficult postings.
- **Nation's perspective:** Anti-national elements and terrorist organization from across the border may try to tap the internal discontentment and fissure in army. It is extremely important for national interest that army looks united and disciplined to outer public.
- **Social perspective:** Such acts coming in public may also discourage youth to join the army. Feeling of insecurity may creep in among people. It will also lead to injustice to people as the resources are not used by the government in optimal manner.

II. Write different options available to you. Discuss pros and cons of each option and which one you'll take?

Case 3. Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined.

He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignores all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice.

Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? **(2014 paper, IV 250 words, 20 marks)**

Analysis: this is the most common type and also the easiest one. Body of your answer will simple contain the options available with you along with their pros and cons. Thumb rule for number of options is: - **“Minimum Three, Maximum Four”**. More than four options often lead to confusion and repetition and less than three will be inadequate to cover all dimensions. Like in this case, usually four options are available:

- a) Ignore the situation and continue doing your honest work.
- b) You also become corrupt like them.
- c) Resign from the organization
- d) Take the responsibility to change the work culture of organization.

Note: complete answer is given in previous years' model answers.

III. Write pros and cons of different options given below and write which option you'll take? Also suggest any other option (if any)?

In these cases, options are already provided by the examiner and we have to evaluate them using different ethical approaches. Such case studies were quite common in first two ethics question papers of UPSC but now they are seldom asked. The paper is evolving and now the cases asked are trickier than before. Yet such cases may come.

Case 4. A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment.

The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- i. The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.
- ii. The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.
- iii. The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.

- iv. The PIO could consult his other colleagues who are party to the decision and take action as per their advice.

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons.

(paper IV, Question 9, 2013, 20 marks| 250 words)

Analysis: the options can be analyzed in this manner:

A. Option 1: Refer matter to superior and seek advice

The first option of referring the matter to the superior will make it easy to come out from a dilemma for the PIO and he'll also get the support of his senior in defending the decision. But such action may lead to dissonance and guilt if the decision of superior is not in congruence with the morality of the PIO. PIO is a man of conscience which will never allow him to go with this option.

B. Option 3: small manipulation

The third option of weighing the consequences will be a planned loss of integrity. A little compromise will prevent his career from any risk but on the other hand will show absence of courage of convictions and fear of taking the responsibility. Moreover, deliberately hiding information is punishable under RTI act. Also, full information can be disclosed later on which can seriously damage the honest and conscientious image of the PIO. Corruption is addictive in nature. Thus doing the second wrong to hide the first wrong will push the IPO towards immoral behaviour in long run.

C. Option 4: Try to escape from taking responsibility

The fourth option of consulting with the colleagues seems to be fine on surface, as they are also involve in the situation and they will also face the repercussions of the decision made by PIO. But acting solely according to their advice may again go against the conscience and honesty of PIO as the advice rendered may be unethical. It will also go against the principles of natural justice and the PIO may held responsible for the decision of others.

D. Option 2: Transfer of case

The second option of going on leave or transfer of case seems to be the ideal one as the situation also leads to conflict of interest. A person should not be a judge of his own case. The other PIO will be able to take the decision in a more objective and impartial manner. It will also save the PIO from any allegation of bias on the future.

Note: Candidates can also present their analysis in tabular format or in pointers also. Variations in presentation again completely depends on their wisdom.

IV. What steps you can take to resolve the situation?

Such cases are usually based on attitude change and emotional intelligence part of syllabus. In such cases, comprehensive strategies have to be devised to bring about attitudinal changes among concerned entities.

Case 5. You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools.

The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population.

The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between the elders and the younger lot and further sub-divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated.

One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has

arisen. The elders after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate. (a) What steps would you take to ensure girls' safety without disrupting their education?

(b) How would you manage and mould patriarchic attitude of the village elders to ensure harmony in the inter-generational relations?

Analysis: in such cases, one can simple start with ethical dilemmas and issues involved, and then both the parts can be answered separately. Detailed answer is given in previous year's model answers (2015 Paper IV, 250 words, 25 Marks).

Sometimes, strategies are asked instead of steps. In such case, one has to first write the broad strategies and then write specific steps under them. For example:

Case 6. Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival.

Discuss some feasible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development. **(2014 Paper-IV, 250 words, 20 marks)**

Analysis: strategies here can be

- Endogenous as well as exogenous strategy
- Bottom-up rather than top-down strategy
- Strategy of sustainable development of 3P strategy.

Note: Detailed answer is given in previous year's model answers.

V. Ranking or order based questions

Such a case has only been asked once by UPSC. But students must practice them as they prove to be very tricky under exam conditions.

Case 7. There is a disaster-prone State having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons, a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included senior citizens, patients in hospitals, women and children, hikers, tourists, ruling party's regional president along with his family, additional chief secretary of the neighbouring State and prisoners in jail.

As civil services officer of the State, what would be the order in which you would rescue these people and why? Give justifications. **(2015, Paper IV)**

Analysis: in these cases, how you rank different entities is not important but how you'll justify your rankings will decide the quality of your answer. Different candidates can provide different rankings and no ranking is superior to other ranking. All that makes a difference is your analysis part.

Note: Detailed answer is given in previous year's model answers.

2.3 Conclusion: Making the final Decision

That's the final part of your answer and it doesn't mean that 2-3 line conclusion that candidates usually write. The conclusion part of your case study includes the final decision you make, after analyzing all the possible scenarios. Question that you ask from your self are:

- Considering all these approaches, which option best, addresses the situation?
- On what basis I will justify the option which has been selected by me?

- How can my decision be implemented with the greatest care and attention to the concerns of all stakeholders?

For example, conclusion to the **case 4** (PIO and RTI against him) given earlier in this unit can be:

“PIO should also disclose the information completely without compromising on any information or content to his successor highlighting that the decision was taken in a bonafide manner and not in a malafide manner. Moreover, to err is human. A person should only be punished for intentional wrong doings. This will be taken into regard if the case is investigated in future. Thus, PIO must show the courage to take moral responsibility of his act.”

In some cases, your final course of action is asked or what you will do to resolve the situation. In such cases, candidates have to write certain steps.

For example, part ‘b’ of **case 1** (What Amit should do to resolve the situation in best possible manner?) can be written as:

“Since the complaints were registered regarding the poor food quality, the responsibility of failure lies with Amit Kumar. He should convey the same to his superior authorities and should be ready to face any disciplinary action for the incident.

As a commanding officer it is his duty to keep his officials motivated and also get the best possible service from them. It is his duty to protect the interest of soldiers and also to preserve organizational values. So the situation has to be resolved immediately. For this he can take following steps:

- An inquiry to pin the responsibility for bad quality of food.
- Talk and counsel aggrieved soldiers and assure them of improvement in food quality and other basic needs.
- Setup anonymous complaint mechanism and proper grievance redressal means to prevent social media usage. A complaint box in each unit can be established in this regard. Army website can also be used as army personnel can connect easily.
- Participation of soldiers can be initialized to understand their needs.
- More contact between senior and junior officers to break the communication gaps.
- Regular internal audit of food and other basic needs of army.

To pacify the situation, Clarification in media can be given that situation was a local problem. This will prevent any misconception about working of army among general public.”

Similarly, the conclusion of case 2 can be:

‘As the deputy superintendent of police (DSP), I must not give into the unjust pressure of the villagers. I will have to stay neutral, and see the situation from a holistic perspective. Both the parties involved must be given an opportunity to present their views, before arriving at any conclusion. The accused will be punished as per the law. Further, adequate steps needs to be taken to prevent such incidences in future.

I will take following steps in the situation:

- File FIR against the unknown accused villagers.
- Ensure proper cremation of the bodies of the deceased thieves.
- Form a committee for fair investigation of the case.
- Taking strict action against the accused, based on the report of the committee.

For preventing such incidents from happening in the future, I will take following steps:

- A Gram Sabha meeting can be called and the conflict can be resolved in an amicable manner. Awareness regarding law and repercussions of acts of violence can be created.
- Community policing can be started in which people from all strata of society will be involved.
- Focusing on attitude change of villagers through persuasion.
- Taking help of media, to highlight the case. It will act as a deterrent.

Thus, action is required against the villagers as Justice by a mob is not the virtue of a vibrant democracy.’

Case Analysis Worksheet

1. What are the key issues or problems of the case?

2. Stakeholders involved in the case.

i) -----

ii) -----

iii) -----

3. Brainstorm different options/steps/perspectives.

4. Evaluate the options/perspectives: Advantages

Disadvantages

• -----

• -----

• -----

5. Select the optimum solution.

6. Describe how the solution should be implemented.

2.4 Different Ethical Approaches

Ethical/value dimension happens to be the most important aspect of case studies. Candidates must have strong understanding of these approaches in order to write good introductions and body of their case study answers. Conceptual clarity is must to apply these approaches and thus, it is advisable for the readers to first go through these approaches, which are mentioned in section A.

In this part, a list of approaches has been given. It will help the students to do a fast revision and they will also learn how these approaches can be used in the analysis of the cases.

Usually it has been seen that in most situations, one approach provides all the guidance needed in the time available for making an ethical decision. It is sometimes helpful, however, to use more than one ethical approach to increase the level of confidence in the rightness of the decision, especially when:

- The situation is complicated
- The decision will make a significant difference to a person or organization
- There are contrary points of view supported by what seem to be good reasons.
- In ethics as in politics, it is important to be confident but never certain.

Using several principles will increase the chances of generating new insights into why an action is right or wrong. As we all know that no ethical approach is completely ok and a counter perspective is available for it. But when we use these approaches together, it gives an opportunity for the strengths and weaknesses of the approaches to balance each other out.

In most ethical situations multiple ethical tests will yield the same judgment of right or wrong. The only difference will be their reasons why the action is right or wrong. In some situations, however, the approaches will give different answers. When the approaches conflict, what is a person to do? If action being considered is ethical according to some of the principles and not ethical according to others, a person can go for the principle(s) which capture the most important features of the situation. For example, AFSPA; Utilitarian approach provides the best explanation to this law.

A person must apply his common sense and experiences to identify which approach defines the situation in a best possible manner. Internal conversation with yourself will help you to reach a decision. For example, the rights approach focus attention on the importance of respect for the individual whereas utility focus more on outcomes. Now it will be on you to decide which approach defines the issue well and is more important than other.

For example: controversy related to Jaitapur Nuclear plant. Now individual rights like Right to live a dignified life; Right to property; Right of self-determination are breached. Injustice is also there as few people have to suffer at the cost of others. Yet common good and utilitarian approach will support it.

Secondly, since this exam is for civil services recruitment, at time of confusion, one can just put himself in place of a civil servant and think what will be the solution. UPSC is also looking for the officers who should serve the government rather than those who question the government. It may happen that your decision will deviate from your moral call but it is also a truth that UPSC will give more weightage to those who will be compatible for the system.

For example, in government offices, reports are leaked many times or whistle blowing is there to expose a wrong act. But usually it has been seen that leaking the reports is preferred by civil servants as it is safer than whistle blowing. Your identity remains a secret. In whistle blowing you have to go according the system and within the system. Your report sometimes can get into wrong hands also.

For a journalist, it is ethical as the aim of a journalist is to reveal the truth and facts. But for a bureaucrat, leaking the reports is an ethical dilemma between professional ethics and public interest. Under such situation the answer depends upon the individual. Both sides are correct and can be justified but one should go for professional ethics if something highly unethical is not there. If consequences are not very high than take a bureaucratic side because as a bureaucrat, you are the part of system and are recruited for helping the system rather than creating problems for it.

The question of morality and ethics are easy to decide when time is good. But such conflicts take a tough stand when the going gets tough. Your sense of morality and substance of ethics are tested when you are challenged by difficult times. UPSC will look for such situations.

It is also a fact that no decision is completely right or completely wrong. In exam also, you may face such situation but it not your decision but how well you have justified your decision or action plan that will fetch you good marks. This justification can be done by using these different approaches. Also one can take help of constitution to justify his decisions. Lives and teachings of few great people who have set precedents by their actions in the situation of ethical dilemma can also help us in reaching a conclusion.

Different approaches:

- 1. Utilitarian approach:** this approach focusses on: - “Which option will produce the most good and do the least harm?” one has to evaluate different options from short and long term perspective. One also see what kind of precedent is set by following a particular course of action.
- 2. Rights approach:** it favors that option which best respects the rights of all who have a stake? A list of rights has been given below to help the candidates to identify them in different cases:

Some universally recognized rights that are seen as fundamental, i.e., contained in the United Nations Universal Declaration of Human Rights, the U.N. International Covenant on Civil and Political Rights, or the U.N. International Covenant on Economic, Social and Cultural Rights, include the following:

1. Right to self-determination
2. Right to liberty
3. Right to due process of law
4. Right to freedom of movement
5. Right to freedom of thought, speech and expression
6. Right to freedom of religion
7. Right to freedom of expression
8. Right to peaceful assembly
9. Right to equality
10. Freedom to form associations or unions
11. Right to reside or settle in any part of the territory of India
12. Right to practice any profession or to carry on any occupation.
13. Right against exploitation
14. Cultural and educational rights
15. Right to constitutional remedies
16. Right to vote (but above 18 years)
17. Right to education
18. Right to privacy
19. Right to bodily integrity
20. Right to health
21. Right to food
22. Right to government services
23. Right to marriage
24. Right of Self-Defense
25. Right to Rest and Leisure
26. Right to Adequate Living Standard
27. Right to Asylum in other Countries from Persecution
28. Right to a Nationality and the Freedom to Change It
29. Freedom from Slavery
30. Freedom from Torture and Degrading Treatment

- 3. Justice approach:** different criterions of fairness can be-

- Justice is speaking truth and not doing harm to others.
- Justice is treating people equally in equal circumstances and unequally in unequal circumstances.
- Doing good to friends and harm to enemies i.e. tit for tat approach
- Justice is the interest of the strong

- 4. Common good approach:** the idea is to choose that option, which best serves the community as a whole and not just some members? Examples of some common goods are:

- An accessible and affordable public health care system, and effective system of public safety and security,
- Peace among the nations of the world,
- A just legal and political system,
- uNpolluted natural environment, and
- A flourishing economic system.
- Trust between people and government
- Social capital
- Demographic dividend

- 5. Virtue approach:** The character/virtue approach focuses on what kind of person or organization we aspire to be and secondarily on judging individual actions. We choose that option which leads a person to act as the sort of person he wants to be. Some of the important virtues are:

1. Empathy
3. Dedication
5. Objectivity
7. Impartiality
9. Prudence
11. Justice
13. Optimism
15. Altruism
17. Fraternity
19. Excellence
21. Creativity
23. Decency
25. Integrity
27. Truthfulness
29. Economy
6. Gandhi's Talisman
2. Compassion
4. Commitment
6. Tolerance
8. Fortitude
10. Temperance
12. Charity
14. Generosity
16. Selflessness
18. Loyalty
20. Honesty
22. Leadership
24. Faithfulness
26. Openness
28. Efficiency
30. Effectiveness

Gandhi's Talisman



"I will give you a talisman. Whenever you are in doubt, or when the self becomes too much with you, apply the following test. Recall the face of the poorest and the weakest man [woman] whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him [her]. Will he [she] gain anything by it? Will it restore him [her] to a control over his [her] own life and destiny? In other words, will it lead to swaraj [freedom] for the hungry and spiritually starving millions? Then you will find your doubts and your self melt away."

- M. K. Gandhi

- One of the last notes left behind by Gandhi in 1948, expressing his deepest social thought.

Source: Mahatma Gandhi [Last Phase, Vol. II (1958), P. 65]

7. Vivekananda's approach

"Whether men understand it or not, they are impelled by that power behind to become unselfish. That is the foundation of morality. It is quintessence of all ethics, preached in any language or any religion, or by any prophet in the world. "Be thou unselfish", "Not "I", but "Thou" – that is the background of ethical codes."

- Swami Vivekananda

8. Kant's Categorical Imperative

Kant's Categorical Imperatives

- (1) Act only on that maxim through which you can at the same time will that it should become a universal law.
- (2) Treat other human beings as an end in their own right, never as a means to an end.
- (3) Act as though you are a member of a law making kingdom of ends.

9. **Profession based approach:** every profession has a certain code of conduct which has to be taken into regard while resolving ethical dilemmas.

What is "Professional Ethics"?

- Professional ethics includes relationships with and responsibilities toward customers, clients, coworkers, employees, employers, others who use one's products and services, and others whom they affect
- A professional has a responsibility to act ethically. Many professions have a code of ethics that professionals are expected to abide by
 - Medical doctors
 - Lawyers and judges
 - Accountants

10. National Interest approach

What is National Interest?

- Any issue that has the potential to directly impact the pursuit of National Goals can be classified as an area of National Interest
- Has 5 major dimensions
 - Geo - Political
 - Economic
 - Military
 - Socio-cultural
 - Science & Technology
- National Interests therefore stem from the evolving National goals in each of these dimensions and is also a reflection of the relative National Strengths with regard to these dimensions

How to apply these ethical approaches?

A case has been discussed below to help students understand how this approaches can be applied in different scenarios.

Case: The marketing team presents a children's cereal to brand manager with "Less Sugar" ad campaign for three of her brands. Large print and dynamic type on the package exclaiming "75% LESS SUGAR" will catch the parent's eye and increase sales. Concerned about their children's weight gain, parents will purchase the cereal. The carbohydrate content of the less sugar product, however, is the same as high sugar version, at best only 10 fewer calories per bowl, so it offers no weight loss advantage. The brand manager's immediate reaction is "This marketing campaign is unethical." In this context, explain:

- a) Ethical issues involved in the case?
- b) Various options and their evaluation?
- c) How should she act in this situation?

Answer: the case involves the most classic dilemmas which private sector players often face, i.e. profit vs. ethics. Other issues are:

- Profits of company vs. health of children
- Empathy and compassion towards children
- Justice to concerned entities
- Motivation of marketing team
- Trust between people and company

Stakeholders involved:

- Marketing team
- Brand manager
- Children
- cereal company and its employees
- Parents
- Society at large

Options available: The alternatives are to use the “Less Sugar” campaign or not.

Evaluating the options

1. The Utility Test: If they use the campaign, there is a high probability that the company will benefit in the short run from higher sales and profits and the marketing team will be rewarded. The parents will be happy because they think their children are eating a healthy product and the children will continue to enjoy their favourite brands.

In the longer run, however, the children will continue to gain weight, their parents or the press may well discover the truth about the calorie count which will damage the firm’s reputation, and the society will incur higher health care costs from the long term effects of childhood obesity. Using deceptive techniques will also set a wrong precedent.

If they don’t do the campaign, in the short run the company will have the costs of developing a new marketing approach and the marketers will be disappointed. The parents may continue to look for healthier breakfast options and the children will be disappointed. In the longer run, the children will be healthier, society’s costs will be lower, and the brand reputation will be untarnished.

Thus, not doing the campaign has more net good than doing the campaign.

2. The Rights Approach: Weight gain caused by this one item threatens the children’s right to health. Health is a right because without health it is difficult to maintain dignity and well-being.

The brand manager could also argue that the “less” campaign deprives parents of their right to self-determination--the right to choose what they value.

But on the other hand, company also has rights to earn profits for the investment they have made. Also there is nothing illegal about it.

3. Kant’s categorical imperative: Are we making an exception for ourselves? What if everyone did it? What if they did it to us?

These are some questions that can be asked under Kant’s deontological approach. We are all equal as humans, so whatever is ethical for me must be ethical for others in the same circumstances.

We would not want to work in a world in which marketing aims to deceive since the real aim of marketing is to fulfil the customers’ needs. Nor would our firm and/or society want us to create a world in which marketing aims to deceive. imagine if some other company is using deceptive techniques to sell their products to our children. Someday, we’ll be on the receiving end.

4. The Justice Test: Is there a fair distribution of benefits and burdens? The firm gets profits from sales of cereal. Marketers get bonuses for increasing revenues. Customers give money and trust and get nutrition but with unwanted calories and health costs over their lifetime. The marketing plan is unjust because, even though they are equal parties in the exchange, the company gets the benefits and the customers take the burdens.

5. The Common Good Test: Are we doing our part to look out for the common good in this situation? Since we all have access to the common good and benefit from it, we all have obligations to establish and maintain it.

One part of the common good at risk here is the trust that customers have in business as a whole to provide safe and healthy products and services and not subjecting them to unknown risks. Without this trust, transaction costs rise steeply and economic and psychological wellbeing are damaged. The specific trust in marketing and advertising is also at risk.

People buy the food industry’s products based on trust. The industry benefits by its profits and individuals benefit by having safe and healthy food that takes less time to prepare. Since our company benefits from this trust we should do what we can to contribute to it.

6. Character or Virtue Test: Does this action represent the kind of persons we are or want to be? Does it represent our company’s reputation or vision of what it wants to be?” The company’s mission statement says that our products should be marketed responsibly and that our employees aim at ethical behaviour and sustainable results. The “Less Sugar” campaign does not fit these commitments.

The mission statement also states that our company's success depends on earning the trust of our customers. Focusing only on how creative this campaign is and how much revenue it will generate in the short run does not strike the proper balance with our long-term success.

Because it does not represent the character the marketers or the company aspires to be, the campaign should not be undertaken.

What shall be done?

In the case of the "less sugar" marketing campaign, the brand manager could argue that: since all the ethical principles that she applied show the marketing campaign to be unethical, the company should not proceed with it. Using the insights gained from the various principles as to why the campaign was unethical, the marketers could design a new campaign or perhaps in this case a new product.

To conclude

Thus, what we have learned in this unit is that making good ethical decisions requires a trained sensitivity to ethical issues and a practiced method for exploring the ethical aspects of a decision and weighing the considerations that should impact the choice of a course of action.

Having a method for ethical decision making is essential. When practiced regularly, the method becomes so familiar that one can work through it automatically without consulting the specific steps.

■ ■



Unit - 3

Types of Case Studies

In this unit, certain types of case studies have been discussed. Though UPSC has not mentioned any such categorization in the syllabus, yet, the exercise is fruitful, as it helps the candidates to prepare a broad idea in their mind. It will also help them to save time and control their anxiety during pressure situations. This categorization has been made on the basis of case studies asked by UPSC till now. In fact, a loose trend has been observed over the years, in which certain cases are asked almost every year.

3.1 Case Studies Based on Public Sector Ethics

This is the first and quite obviously the most important type of case studies asked by UPSC. Since the exam is about public sector recruitment, more than 50% cases are related to ethical issues prevalent in public organizations. Some important value concerns in public sector are:

- 1. Legality and rationality:** Government organizations have to function within the limits set by the laws, rules and regulations. Decisions should be based on rationality and logic rather than personal beliefs.
- 2. Responsibility and accountability:** Responsibility refers to the public servant's adherence to public will, whereas accountability denotes the specific methods and procedures to enforce the public servant's responsibility.
- 3. Work commitment:** an administrator should be committed to his duties and should perform his work with involvement, intelligence and dexterity. This also entails respect for time and fulfillment of promises made. Work is considered not as a burden but as an opportunity to serve and constructively contribute to society.
- 4. Excellence:** an excellent administrator ensures the highest standards of quality in administrative decisions and actions and do not compromise because of convenience or ease. Excellence comes from the integration of efficiency, economy and effectiveness.
- 5. Fusion:** A public official is expected to bring about fusion of individual organizational and social goals and should be committed to such fusion. For example, A district collector involved in rural development project not because for public service but for promotion will not be able to put his complete energy. In situation of conflicting goals, a concern for ethics should govern the choices made.
- 6. Responsiveness:** A public official should respond effectively to the demands and challenges from outside as well as from within the organization. He should be adaptable to environmental transformation and yet sustained the ethical norms of conduct. People expect government to respond and that to in a timely manner to their problems. Government organizations are subject to political direction and control. In fact it is the machinery through which politician responds to the public interest (like registration of FIR in police stations).
- 7. Utilitarianism:** while making and implementing policies and decisions, a civil servant should ensure that they lead to the greatest good (happiness, benefits) of the greatest number.
- 8. Compassion:** A civil servant without violating the prescribed laws and rules should demonstrate compassion towards weaker sections of society.
- 9. National Interest:** though universalistic in orientation and liberal in outlook, a civil servant, while performing his duties should keep in view the impact of his action on his nation's strength and prestige. This automatically raises the level of service rendered and the products delivered.



- 10. Justice:** Justice means giving each person what he or she deserves or, in more traditional terms, giving each person his or her due. Ethics originate from the sense of justice prevailing in a particular society for ex. A child slaps another child. Third child watching finds it unethical because he believes in social justice that every human is equal and has the right to live with dignity under article 21 which calls for protection of life and personal liberty.
- 11. Transparency:** implies openness, communication, and accountability. Transparency is operating in such a way that it is easy for others to see what actions are performed. A common man is the most important stakeholder in the government organization as he is the one who is most influenced by policies and programs of the government. Therefore, he has the right to know.
- 12. Integrity:** Administrative action should be based on honesty and power, positions and discretion should not be used for personal interest or any other ill legitimate interest.
- 13. Uniformity:** government organizations have to be consistent and fair in their treatment.

There could be many more ethical concerns added to the above list like benevolence, collegiality, courage, dedication, faithfulness, representativeness, truthfulness, selflessness, loyalty, privacy, constitutionalism, tolerance, sincerity, optimism, openness, lawfulness etc. However, the overall objective is to ensure good governance with the prime concern for ethical principles, practices, orientations and behavior. Also, these concerns are related to each other and violation of any one automatically leads to the violation of other concerns.

Some of the dilemmas that are often seen are:

- **Integrity versus Personal and Social well-being:** this is the most recurrent dilemma as many times, a civil servant face conflict between his virtues and work culture of the organization. Like in cases where the civil servant is honest but his colleagues and seniors are corrupt.
- **Truth versus Loyalty:** whether a civil servant should remain loyal to the government or he should speak truth for the interest of the society. It is also a classic dilemma in case of whistle-blowing.
- **Justice versus Mercy:** whether a bureaucrat should remain objective and punish the culprits or show mercy towards them (for example, in the case of juveniles)
- **Rule of law versus empathy and compassion:** for example, an old lady who ask for help under a government scheme but doesn't have required documents. Will you break law to resolve her problems, which seems to be genuine?
- **Discipline versus Empathy:** like what happened in the first case of last unit. Should empathy be shown towards the soldier who used social media to complain about the poor quality of food in army.
- **Personal interest versus public interest:** many times conflict comes between public and private interest. It is the situation of conflict of interest which can be resolved by using 6 R approach (Register, Restrict, Recruit, Remove, Relinquish and Resign)

The list is not exhaustive and there can be many more dilemmas like these. One can find them in the solutions given for assignments and previous years question papers. Some examples of public sector case studies are:

Case study example 1: You have been working as a senior civil engineer in the Public Works Department of a city which is going through major developmental work. A large transport infrastructure is required in coming years to cop up the pressure of growing population. It includes further stretching of the metro rail service to the areas which are not covered yet.

You have been given the responsibility of choosing the route through which metro will pass in an area. The most effective route (economical and serving major population) has been identified by you but this route requires the demolition of a famous temple for the construction of metro line. The second route will not be cost effective and will also serve less number of people than the first route.

Analyse the situation from different perspectives and explain what decision you will take under such scenario.

(250 words, 20 marks)

Case study example 2: A minister's son was driving the vehicle in a very rash and erratic manner. The traffic constable on duty at a traffic intersection stopped the vehicle. Suspecting that the boy driving is

possibly drunk, he calls the patrolling group. They came and subject the boy to breath analyser. The suspicion turns out to be correct. All this action took about one hour. In the mean while the boy was throwing tantrums and dropping names. He also made few calls and tried to slap the constable on duty. But the constable on duty remained undeterred. On the arrival at the police station, the SHO took the note of the situation but just before filing the case, he gets a call from his superior to release the boy without any arrest or fine.

Analyse the situation from different perspectives and explain what action shall SHO take in midst of such a dilemma. **(250 words, 20 marks)**

3.2 Case Studies Based on Private Sector

This is also an important type as almost every year, at least one case study is asked from this category. Sometimes, cases are based on interaction between public and private sector or let's say crony capitalism. Some important value concerns in private sector are:

1. Responsibility and accountability towards the stakeholders which includes customers, employees, managers, shareholders and the society.
2. **Transparency and disclosure:** are important as all the stakeholders have the right to know the decisions taken and how they are implemented. Performance and results known to all the stakeholders will lead to trustworthiness, credibility and participation.
3. **Integrity, loyalty and honesty:** are the human qualities which are required in every private organization.
4. Commitment: towards the goals of the organization and towards the benefit of all the stakeholders.
5. **Statutory and legal obedience:** It leads to trust and better relations between private and government sector. Obedience to the laws has always been considered ethical.
6. **Responsiveness:** Private organizations are needed to be responsive towards their clients and shareholders.
7. **Quality of products and services:** very important for every private organization as it secures and benefits the interests of all the stakeholders. Providing quality below what the organization is claiming is always considered unethical by the society.
8. **Excellence:** integrating efficiency, economy and effectiveness. However, a private organization is more concerned with administrative efficiency rather than policy and service efficiency. For example, you are given the choice of making either cheap bread or alcohol. Private sector will go for alcohol manufacturing as it is more profitable even if it is not appropriate for the society.

Ethical dilemmas

- The most important dilemma in private sector is ethics versus profitability. Many times, a private sector employee has to face thus dilemma to choose between what is most efficient and legal or what is ethical. For example, the less sugar marketing case that we discussed in the last unit.
- Another dilemma which often **arises is economy versus ecology.**
- **Professionalism versus well-being**
- **Integrity versus well-being**

Ethics in NGOs

NGOs are also playing an important role today in the governance of the country. Sometimes cases are asked where NGOs are not performing their task. Some of the ethical concerns of NGOs are:

- | | |
|---------------------------|-------------------|
| 1. Transparency | 2. Integrity |
| 3. Responsiveness | 4. Equality |
| 5. Dedication | 6. Justice |
| 7. Honesty | 8. Accountability |
| 9. empathy and compassion | 10. Courage |

Some examples of private sector case studies are:

Case study example 1: You are a new employee at a manufacturing unit of an MNC. You have got this job with great difficulty as nearly fifty candidates appeared for the job interview. The salary is good and your family is really happy for your achievement.

However, after working for few days, you realised that some of the manufacturing processes in the unit are in gross violation of environmental norms and cause severe ground water depletion. If the company does not adopt such measures, then its manufacturing cost would go up and the unit might have to be shut down.

You are in a state of dilemma and unrest. Analyse the different options available with you and explain what action you will take in such a situation. *(250 words, 20 marks)*

Case study example 2: Shubham is the Managing Director of a leading pharmaceutical company in India. His company is known for its professionalism and is well appreciated for the high quality and low price at which it provides medicine to people. Shubham has come across a situation where one of the members of the Research and Development team, Anuj has come up with a drug which will be useful for the cancer patients and is also very cheap. However, soon Shubham discovered that the drug is based on a formula over which an international company already has a patent. It is definitely a case of intellectual property rights violation. The company which has the patent is selling the medicine at a very high price which makes it almost impossible for the poor people to buy it. As per law, Shubham's company can sell this medicine (but only in the domestic market) even if it violates intellectual property rights.

Analyze the situation Shubham is facing and explain what alternatives he has and which one you believe is the best course of action for Shubham? *(250 words, 20 marks)*

3.3 Case Studies based on Applied Ethics

This again is a very important type. In fact, it in itself contains many categories of case studies which are related to different fields of applied ethics. Some of them are:

1. **Environmental ethics:** it's a favourite topic of UPSC and direct questions have been asked from this field. Some key dilemmas are:
 - Ecology versus economic development
 - Profitability versus sustainability
 - Humano-centrism versus bio-centrism

Case. Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival.

Discuss some feasible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development. *(2014 Paper-IV, 250 words, 20 marks)*

2. **Bio-ethics:** ethics related to the field of biotechnology and medical sciences. Many issues are there like euthanasia, cloning, surrogacy, stem cell research etc. which have been in news for a very long time. Till now, no case regarding this topic has been asked but it will surely be asked. Details of this topic are there in section 'A' book.
3. **Publication ethics:** for example, recently a case happened in Delhi University in which IPRs were violated by photocopy shops. Some other issues are plagiarism, false data, deception etc.
4. **Media ethics:** many issues are involved like sting operations, paid news, media trials etc.
5. **Sports ethics:** like recent case of ball tempering by Australian cricket captain.
6. **military ethics:** involves issues related to just war theory.
7. **Political ethics:** like ethics related to horse trading and criminalization of politics. For example:

Case. It is generally observed in the last few years that many MPs of Lok Sabha are ousted in every parliamentary session by the speaker for their alleged misbehaviour and continuous obstruction in the smooth

functioning of the house. Such incidents are not only bringing down the respect of parliament in the eyes of people but are also a threat to democracy apart from wastage of taxpayers' money. Analyze this problem in detail from different perspectives and bring out — *(300 words, 25 marks)*

- Why this tendency of misbehavior and obstruction by MP's is increasing?
- What effects does it have on democracy and nation at large?
- What steps can be taken to avoid such incidents and which lead to smooth functioning of parliament?

3.4 Case Studies based on Individual Morality

This again is an important category as every year, at least one case is asked from the perspective of an individual being. In such cases, the decision maker is a common citizen who comes in conflict with society, institutions or his own family. In some cases, his duty towards different segments of society is involved. In such cases, there is lots of innovation as freedom is available to the candidate to write things according to him.

In these cases, Kant's categorical imperative, lessons from the life of great leaders, sayings from religious texts, stories from different mythologies etc. are very important. These things provide a personal and unique touch to the answer which can lead to a good upward jump in marks.

GRID OF HUMAN VALUES AND SUB VALUES				
Right Conduct	Peace	Truth	Love	Non-Violence
Manners	Patience	Truthfulness	Kindness	Consideration
Health Awareness	Concentration	Creativity	Friendship	Cooperation
Helpfulness	Positiveness	Honesty	Forgiveness	Global Stewardship
Responsibility	Self Acceptance	Determination	Generosity	Loyalty
Independence	Self Discipline	Fairness	Compassion	Active Citizenship
Perseverance	Thankfulness	Trust	Tolerance	Justice
Courage	Contentment	Reflection	Service	Respect

Case. Nishant, one of your friends visited you one day in a state of confusion and restlessness. When asked, he told you about the problem he is facing. Nishant has found that many people from his neighborhood are having illegal electricity connections. They steal electricity by attaching a wire to the electricity poles, thus enjoying the benefits without paying for them. Such connections do not get caught as they can be removed easily whenever inspection is there by the electricity department. However, it is also true that these people are poor and they cannot pay for high rates of electricity prevailing in your city. When Nishant advised them to stop such activities, they warned him of dire consequences.

Analyze the situation Nishant is facing and Indicate various options that you think are available to Nishant. How would you help him to evaluate these options and choose the most appropriate path to be adopted?

(300 words, 25 marks)

Case. You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident

where a mother and child who happen to be your relatives were badly injured. They needed immediate help. What would you have done in such a situation? Justify your action.

(250 words, 20 marks)

3.5 Case Studies Based on Society

These cases are based on social observations and are answered in a little different manner. Like their answers can be started with a certain fact or data from any credible source. These cases often involve strategies to bring about attitudinal changes among people. Some important dilemmas include:

- Individual rights versus social interest
- Equality versus equity
- Criterion for fairness
- Traditional values versus modern democratic values

Case. In our country, the migration of rural people to towns and cities is increasing drastically. This is causing serious problems both in the rural as well as in the urban areas. In fact, things are becoming really unmanageable. Can you analyse this problem in detail and indicate not only the socio-economic but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why —

- a) Educated rural youth are trying to shift to urban areas;
- b) Landless poor people are migrating to urban slums;
- c) Even some farmers are selling off their land and trying to settle in urban areas taking up petty jobs.

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?

(250 words, 20 marks)

Case. Despite India's rapid economic growth in recent years, begging is still amongst the biggest issues in India. Number of beggars especially in urban areas is increasing drastically. This is causing serious problems in many contexts. In fact, things are becoming really unmanageable. Analyze this problem in detail and indicate not only the socio-economic but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why—

- a) Many people who can easily work and earn their living do prefer to beg for money.
- b) There are more beggars today than before.
- c) Giving money to beggars is right or wrong.

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?

(250 words, 20 marks)

3.6 Case Studies Based on International Ethics

International scenarios are full of ethical dilemmas. Again no case has been asked yet but it will be asked because of its importance in governance of country. In all the cases set in international context, certain dilemmas are common, like:

- Nationalism versus internationalism
- Duty towards citizens versus duty towards humanity
- National interest versus universal values like peace and fraternity
- Patriotism versus nationalism
- Patriotism versus empathy towards all humans

Case. You have been appointed as the chief advisor to the Prime Minister. The country has recently seen droughts in many states of southern India. In contrast, western disturbances have caused heavy rains in northern India leading to destruction of rabi crop. Demand of compensation is there from many sectors this putting extra pressure on the limited resources of the government.

In this context, India's neighboring country; Nepal has been wrecked by a deadly earthquake of high intensity leading to avalanches, landslides, aftershocks and lots of destruction and death. Nepal has asked for help and assistance from all quarters and India being a friendly nation is expected to respond first.

The prime minister is in the state of confusion as resources are limited and domestic conditions are not very favorable. He has asked you for your advice in this matter. Explain the situation and the advice which you will give to the PM with reasons. *(250 words, 20 marks)*

3.7 Case Studies Based on Attitude Change and Emotional Intelligence

This category cut across all other types of case studies. Such cases are easy to answer, provided candidates have proper understanding of attitude change and persuasion techniques. One has to focus on CAB components to devise a comprehensive strategy for bringing about behavioural changes among people. Such cases are important as they can be asked in question format also in section 'A'. Like in 2017 Mains, a question on how to change negative attitude towards politics, was asked in section A.

Case. You are the District Collector (DC) of a region with substantial tribal population. You have come across a problem which is often seen especially among the members of Vulnerable Tribal Groups (VTG). Children from VTG show high rates of drop outs from the government schools and daily presence of those who come to school is also low. This is happening despite of government providing every possible facility in the schools. VTG are generally shy, sensitive and reserved people and one reason which you found during the investigation is consistent bullying of VTG children by other students from different categories.

What communicational, emotional intelligence and attitudinal strategies you can employ to reduce dropout rates and encourage VTGs to send their children to schools? *◆ (250 words, 20 marks)*

Note: answers to some of the cases mentioned in this unit are not provided. This has been done deliberately, so that students are encouraged to do some brain storming. It is also advisable for the candidates to first write answers for the cases given under ten assignments (next unit). Then, it will become easy for them to write the answers of cases under this unit and also to evaluate answers by themselves.

Unit - 4

Case Study Assignments

Case Study Assignment - 1

- You are posted as the District Development Commissioner (DDC) in a region which has high rates of child mal-nourishment. For last few months, you have been receiving complaints regarding poor quality of food given under Midday Meal Scheme. Responding on the complaints, you found that most of the meals served failed the calorie test as per the criterion under the scheme. Some vendors supply poor quality deliberately as it is more profitable but many others don't have the right knowledge of which food contains what nutrients. Calorie knowledge is also less among children and teachers. Special instruments are required for exact calorie counts which are not available in abundance. Also limited suppliers are there and blacklisting them would completely stall the process. Analyze the problem and explain various repercussions of it. Also explain what steps you can take in order to effectively resolve this problem. *(250 words, 20 marks)*
- Sexual abuse of Children today has become one of the most pervasive social problems faced by Indian society, especially in urban areas. Its impact is profound because of the sheer frequency with which it occurs and because of the trauma brought to the lives of the children who have experienced this crime. Even though most of these crimes happen randomly and are distinct from each other, there are certain commonalities. Most abused children belong to poor families who live in slums. Families of abused children and also the culprits are largely people who have migrated to the cities for better job opportunities. Analyze the problem and explain: *(250 words, 20 marks)*

 - What behavioral problems migrants face when they come to city and how these problems lead to anti-social behaviour?
 - What steps can be taken to increase the respect of law among people and stop this heinous crime against children.
- Mr. Manish is heading the Department of Industrial Policy & Promotion. A MNC specialized in making high end smart phones has approached his department to seek approval for importing second hand phones in India. The brand of MNC is very popular among the people, but due to its high cost, only few are able to buy it. Many from middle class dream to own this brand but are not able to do so. The demand for pre-owned phones is very high in India, but since the MNC is not directly dealing in pre-owned phones, most of the sale takes place in grey market without any certification. Overall conduct of MNC has been good with the government. Economically also, the decision to give approval seems correct but Environment Ministry, when asked for opinion, is raising concerns over import of such pre-owned certified phones. Based on this information, answer: *(250 words, 20 marks)*

 - Why environment ministry is raising concerns regarding import of second hand phones.
 - Analyze the conflict present in the situation between Department of Industrial Policy & Promotion and Environment Ministry.
 - Explain the course of action that Mr. Manish shall take in such situation.
- You have been working as a chief medical officer in a rural district of Uttar Pradesh. The health department of the state has asked you to implement a family planning project which involves free distribution of contraceptive pills and condoms in your district which has seen a large rise of population in the last two decades. However, the district is marred with low literacy rate and use of contraceptive techniques is considered tabooed and irreligious by the local population. Your administrative staff which includes a substantial number of local residents is also not very optimistic about the success of the project.

What steps you will take in order to motivate your staff and persuade local people for the successful implementation of the project. **(250 words, 20 marks)**

5. Amit is a second year student in an engineering college. He belongs to a poor family and is the only hope for a bright future for his family. A fight has broken out between two groups of students on some minor personal issue in the college. Amit along with his friends is part of one of these groups. The fight has led to the destruction of college property and has brought bad name to the reputed college.

Amit has been caught red handed while damaging the college property by the administration but because of his good academic record has been offered a deal. If Amit admits his mistake and also becomes the witness against his friends, he will not be rusticated and only minor punishment will be given. However, severe punishment will be given to Amit's friends who are the regular offenders and college administration is just looking for a chance to expel them from the college.

What shall Amit do in this situation? Analyze different options which Amit has and what decision will be the most correct one in this situation? Give appropriate reasons for the choice Amit shall make?

(250 words, 20 marks)

6. Manoj Kumar has been appointed as the District Transport Officer of a region with high density of population. He is in-charge of issue of driving license for motor vehicles and registration of new vehicles. However, there are number of complaints regarding arbitrariness, corruption, delays etc in issue of licenses and registration. The matter is bringing lots of disrepute to the government and the seniors are asking Manoj to come up with a plan. Manoj has advised to establish Sevottam model of government of India to improve upon the services.

Explain how Manoj will implement this model in his department and also list out the problems he may face while executing the program? What impact such model can have on the overall functioning of the department?

(250 words, 20 marks)

■ ■

Case Study Assignment - 2

1. You are the zonal head of an important urban area in northern India. Being the administrative head you have the duty to implement all the directives given by your superiors and the court of law. The area under your jurisdiction has seen huge growth of illegal slums in recent times. These slums are providing low paid workers as well as cheap vendors of essential commodities like vegetables and eggs to the middle class urban households. But slums deface the beauty of the cities and spread lots of dirt and squalor in the vicinity. They are also breeding ground and hideouts for criminals.

A PIL was filed against these unauthorized slums and the court has ordered for the destruction of all illegal encroachments on public land. However, its winter season in the area and it's also raining for quite some time.

A strong case is also made by the government authorities to remove these slums and their dwellers by force, even when the situation is not congenial. You are the enforcing officer. The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- (a) You would vacate the slum by using police force without any consideration for the inclement weather and contribution which the slum dweller makes.
- (b) You will request your senior officer to wait till the weather becomes normal and an alternative place for settlement of the slum dwellers is designated with basic amenities.
- (c) You will suggest your senior officers to make it compulsory for all the apartment builders to have provision of very low cost shelters for such shanty but important workers along with every apartment and allot it with the help of administration to identified workers based on some objective criteria.

Also please indicate (without necessarily restricting to the above options) what you would like to do, giving proper reasons. *(300 words, 25 marks)*

2. You are posted as a senior bureaucrat in one of the union territories of India. The government of the union territory and the lieutenant governor has been locked in a bitter confrontation over the appointment and transfer of senior bureaucrats. The post of joint secretary of Anti-Corruption Bureau (ACB) has been vacant for some time and needs to be filled urgently. You have been appointed by the government and one of your batch mates has been appointed on the same post by the LG under the directions of Central Home Ministry.

Both of you have been ordered to take the charge and start working as the joint secretary of ACB which is the initiative of the union territory government. Analyze the situation from different perspectives and explain the implications of such a standoff? What steps you can take on your side to resolve this situation? *(250 words, 20 marks)*

3. Amit Kumar has been appointed as a senior Superintendent of Police in one of the communally sensitive districts of Uttar Pradesh. A terrorist involved in a serial bomb blast case has been given capital punishment recently. A local communal organization has asked the police for the permission to carry out a procession on the day of execution of death penalty. The organization also wants the police authorities to allow the funeral prayers be held on the streets of locality where the terrorist used to live. The situation is very sensitive as many in the community to which the terrorist belong feels that justice has not been done to the terrorist. Such prayers are usually done at the place of burial itself. Amit has been asked to take the decision regarding the permission. Allowing such activities may lead to communal clashes and not allowing them can further fuel the negative sentiments of the community towards the government.

Analyze the situation from different perspectives and explain what decision Amit should take under such scenario. *(250 words, 20 marks)*

4. You have been working as a district magistrate in a metropolitan city. It's the month of June which often sees the development of dust storms in the city leading to very strong winds, poor visibility and dust particulate in air. These storms have the tendency to create many problems and chaos among the citizens

through disruption of electricity supply and traffic jams. The city is highly populated with huge electricity demand and pressure on civic amenities.

- a) What steps you must take in order to mitigate the problems created by these dust storms?
- b) What shall be your action plan in case of any such emergency? *(250 words, 20 marks)*

5. Mass cheating in examinations is not a recent phenomenon in India, In fact in recent times it has become organized. Recently Indian and foreign media featured prominently parents and relatives scaling school walls and buildings, to pass answer chits to students taking secondary school examinations in Bihar. It has dented India's Image at global forum. With the advent of technology it has become more sophisticated. These rackets are run by Doctors, teachers, engineers, exam invigilators. In fact movies like Lage Rahe Munna Bhai had brought such issues into public notice still a stringent law to tackle the menace are a distant dream. Write your stand on the same and also suggest measures to tackle the menace.

(250 words, 20 marks)

6. One of the many unintended consequences of the growth of internet and information technology is the increasing exposure of people towards pornography and adultery. This is causing serious problems in many contexts. Analyze this problem in detail and indicate not only the socio-economic but also the emotional and cultural factors responsible for this problem? Also, distinctly bring out—

- a) Why this tendency of watching pornography and cheating your spouse is increasing?
- b) What effects does it have on people across different age groups?
- c) What should be the role of government in this regard?

What feasible steps can you suggest which will be effective in controlling this menace among juveniles?

(250 words, 20 marks)

■ ■



JK Chrome

JK Chrome | Employment Portal



Rated No.1 Job Application of India

Sarkari Naukri
Private Jobs
Employment News
Study Material
Notifications



JOBS



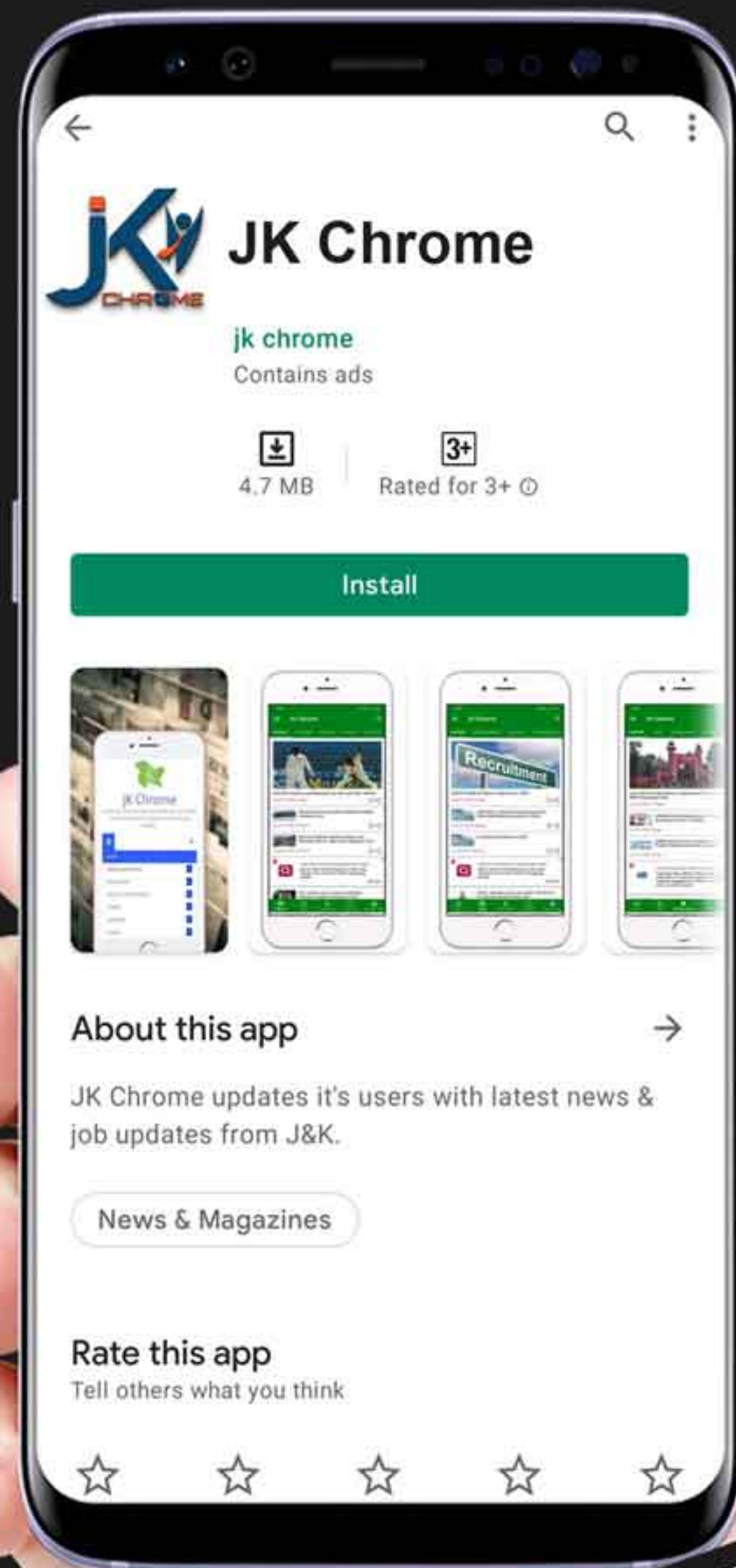
NOTIFICATIONS



G.K



STUDY MATERIAL



JK Chrome

jk chrome
Contains ads



www.jkchrome.com | Email : contact@jkchrome.com

CASE STUDIES

SAMPLE

50 Important Case Studies for General Studies Paper-IV (Ethics)

Case Study 1:

You are stranded in traffic in your car. You are driving the car. A poor girl looking very frail approaches you and start begging for money. Looking at he frail appearance, out of compassion, you take out your wallet to search for a ten Rupees note. The girl who is standing very near to you snatches the wallet and starts running. A man on a motorbike who see this act, catches the girl and starts beating her in full view of public. Now the traffic is moving and your car is in the middle of the road.

What will you do in such a situation? And why?

Answer:

Action should be as follow:

1. Park Car- so that no disturbance to the traffic
2. Call to destination where I was heading about the emergency so that they will not wait for me.
3. Reach the spot where the man is beating girl and immediately stop him and ask him not to beat or take law in his hand. Thank him for taking notice of the theft and taking action, but remind him that the girl is very young and could have acted out of hunger too. Remind him gently that it is a public space and such act physical violence could land him in legal trouble. This should lower his anger.
4. If girl is injured- carry out first aid from the box available in the car. Get her something to eat and drink.
5. Try to know her history and then informing to NGO or child care centre and personally taking to there will be my choice since leaving her just like that will make her to repeat the act since its the poverty and poor care made her to act. If these are given girl will desist from such acts.
6. Make an occasional follow up of the girl with the agency to whom she had been handed over to.

Case Study 2:

Recently a peon was appointed in your office (DM office). He is illiterate and mentally not sound. Ever since his appointment he has been more of a 'burden' than any help in the office. He doesn't know any work. Staff in your office feel that their work is disturbed by his behaviour. The peon is always found to be talking either alone or with anyone he encounters. He is not obeying your staff's orders in the office.

He was appointed on sympathy grounds after his father's untimely death. His mother is ill and always bedridden. His income is the only source for his family now. He got the job after lobbying by a group representing his caste. He was appointed by your predecessor after he was pressurized by local MP. Some moves

to remove him by your predecessor were met with public protests by a group representing his caste.

You are very strict and disciplined in your office. You are being respected in your district for your integrity and honesty. You come to know about the peon few days after you assume power. You have observed his behaviour and found him to be unfit to continue in his job. The peon has no other relatives except his mother.

Identify your moral and professional responsibilities in this case study and explain how will you deal with the peon.

Answer:

Since the peon is unfit for the job, the option of continuing him is ruled out. so protection to his family should remain the priority of DM.

Responsibilities of DM:

1. social security and health care to peon and his mother
2. removing the peon peacefully after pacifying all parties involved

Course of action to be followed:

1. Certain actions of peon in the office should be video-recorded such as not heeding to the officers, disturbing others in office etc.
2. On priority, DM should make an arrangement for social security benefits along with health insurance to peon and his mother. A request for pension should also be made to higher authorities on exceptional grounds.
3. There after a meeting should be arranged with his caste members to explain the real problem being faced in the office and why he should be removed from the office by showing them video-clips.
4. At the same time DM should take own responsibility for peon's pension and other benefits before the members.
5. Once they agree, his removal would be done in a smooth manner without any controversy.
6. In case they do not agree immediately, steps should be taken to constantly persuade the key members of his caste group one-by-one through constant consultations and that would surely resolve the problem.
7. In doing the above, work culture and discipline in the organisation will be protected but at the same time solved the problems of most vulnerable people i.e. peon and his mother empathetically.

Case Study 3:

You are working as Junior Engineer in a Tehsil. You have been given responsibility to measure MGNREGA works undertaken by 3 Gram Panchayats. You have authority to give technical sanctions to all MGNREGA works. In one of these Panchayats you notice that your predecessor had wrongly measured many works, and in many cases he had approved works that never existed. One day few elected members of that Panchayat with bundle of job cards come to you to seek 'sanction'

for the works done by them. When enquired, they reveal that they were contractors who had completed works under MGNREGA. When you reject their demand, they threaten you and tell you that the previous Junior Engineer was made to quit his job because he didn't listen to them. This is your first job and is very important to sustain your family. There have been precedents in the past that some junior officials were beaten to death in some parts of the Tehsil.

What will you do in this situation? Explain in detail citing rules from MGNREGA Act.

Answer:

- I would tell contractor that there is provision of social audit for MGNREGA and in future it is most likely that they would get caught in future. Also the provision of DBT and biometric authentication will reveal all their wrong doings.
- Subsequently i will report such incidence to my higher authorities and seek police protection in case my life is at risk. A report of bogus as well as valid JOB card shall be separately prepared by me which shall lie as a proof for all past irregularities.
- My courage and uprightness will deter me from succumbing to their demands. In any case if i comply as directed by contractors, my job would be in peril. Truth can't be hidden for long and its better to be courageous than to hide facts and face future actions.

Case Study 4:

As a DM of a home district of serving Chief Minister, you find out that a huge land scam has taken place in which close relatives of the Chief Minister are involved. The scam which you have unearthed has caused lots of financial loss to the state's exchequer. You have been recently married to a daughter of an MLA who is known as staunch political enemy of the CM.

While you are investigating the matter for further proofs, before you make this issue public, the CM comes to know about this. He threatens you with dire consequences if you do not close the file and bury the matter silently. He threatens you with false criminal cases and CBI investigation in case you do not budge. Unfortunately, a case is pending against you regarding misuse of treasury funds, in which you haven't done anything wrong. This case can be reopened and used against you. However, if you stop investigation, he has assured you that you will be given a plum post in the capital.

Identify which course of action are available to you. Examine each action's merits and demerits. Finally, explain which course of action would you follow and why?

Answer:

In this situation, the following options are available:

1. Acting as per the directions of the CM and close the file in return for the plum job and to avoid investigation

2. Carry on with the investigation to find substantiate proofs to the issue which caused loss to the exchequer. Upholding the law and constitution to which i owe my allegiance.

3. Use my father-in-law's position to expose the current CM and share the gain of this expose with my father-in-law.

4. Report the matter in media anonymously.

Option 1:

Merits:

1. Plum post will be rewarded
2. Will be freed from the threat of CM and career will be safe

Demerits:

1. Loss to the state exchequer and ultimate sufferer would be public
2. Subversion of constitutionally mandated duty for the personal benefit
3. public image and trust will be lost

option2:

Merits:

1. upholding personal integrity,objectivity, honesty, spirit of civil service
2. unearthing such act would cause deleterious effect on others who may be indulged in similar other activities
3. bringing such issue before the public will improve trust and confidence between state machinery and public.
4. Send a strong message to the political class that honest civil servant would not succumb to their pressure tactics.

Demerits:

1. Lot of personal hardship caused in the process including false CBI inquiry.
2. Putting life and family in jeopardy

(Similarly merits and demerits in Option 3 and Option 4).

Course of action to be followed:

I would choose option 2. Investigation would be carried out as usual. Meanwhile CM should be told politely but firmly that I am performing my constitutionally mandated duties and I have no option to Go.

There is a possibility that CM's party workers would spread message that MLA is playing vendetta politics through his in-law. So sound proofs before the public are necessary to avoid any backfire.

If CM, in the meanwhile starts any CBI investigation on my any past acts, I would welcome that as I have not done anything wrong. Even Government suspends, I would cooperate with the enquiry to prove my innocence. If necessary I would move to court for protection against harassment.

But in no case, I would close the file to avoid any personal hardship to my career

and my family as it would amount to compromising on my values and ethics which civil service holds.

Case Study 5:

You have passed UPSC Civil Services exam with a very good rank and you have given first preference to IAS and your home state. You will get home cadre as you are the topper from the state and there is vacancy available under your category. A former Chief Minister, who belongs to your caste, now wants to make you his Son-in-Law. Just like you, his daughter is also a graduate from top foreign university, she is very beautiful and as per information gathered from different sources by your parents, she is a down to earth and sweet girl.

The former Chief Minister is also the head of the political party he belongs to and there is every chance that he would become Chief Minister again if his party comes to power in next elections. Your parents are on cloud nine ever since this marriage offer has been proposed.

The former Chief Minister was jailed for few years in the past on corruption and murder charges. There are serious cases still pending against him in different courts. He is very rich. He has only one daughter.

His family has liked you a lot for your personality and looks also. They want you to be their Son-in-Law at any cost. The girl has also liked you. Recently they have sent costly gifts to your parents, about which you were unaware of.

- 1) Do you think it is unethical for you to marry the girl as you are going to serve in the same state and where there are chances of you working under your future Father-in-Law? (150 Words)
- 2) Will you deny this marriage proposal because your father-in-law was a criminal and many cases against him are pending? Comment. (100 Words)
- 3) Critically examine ethical issues involved in this case study. (100 Words)

Answer:

1) Under this situation I will ready to marry the girl as she was well educated and down to earth, and my parents also like her . I don't think that there will be any issue in this . More specifically I don not think that any one can affect integrity of job, influence my decision or take undue advantage of my position until I don't give him the authority to do so. For a civil servant it is very important to make clear differentiation between his personal affairs and duties. And what was the guarantee that If I marry some other girl than her parents or relatives does not try to take undue advantage of my post. Here the question is related to my integrity , and I am constitutionally bound for my duty , and do so without any external pressure.

2) In this situation just by pending cases one can not consider a person criminal. It was the prerogative of court and let it decide so. And I have no authority to vanish some one image just on the basis of pending cases. As an civil servant it is very important for me that my decisions, should not be based on my prejudice. Rather

than I will work accordance to law. And laws clearly revealed that no person is guilty until proven so. Also even if he is proven guilty, there is no fault with her daughter as she is down to earth and gentle. Just being a daughter of a criminal does not make her a criminal.

3) Ethical issues involved:

- Honesty: for the efficient working in future without thinking of any personal gains of postings and promotions.
- Integrity: for being honest , integrity is the prerequisite and moral strength makes a complete integrated personality having no confusions in taking decisions.
- Unbiasedness: taking decisions uprightly requires no deviations from the objectives of the decision and its impact on the greater interests of the targeted section of the society.
- Foresight: any present action could impact the future outcomes so a great vision is required instead of myopic views.

Case Study 6:

You are a Block Development Officer. You have been invited by a Panchayat Secretary to attend the Gram Sabha meeting. The meeting has been called to allot houses to the poor with an aim to make this Panchayat free of huts. State government has sent you a strict direction to provide durable houses to all the needy and to make sure no village has a single hut anywhere.

In the meeting a very old widow approaches you and tells you that she is living in a hut which is dilapidated and is about to collapse. She has no one in the village and she is all alone and she is at the fag end of her life. When you are about to recommend her a house out of empathy, Panchayat Secretary reveals that she was allotted an house few years ago and that she had sold the house to pay her husband's debt. Some villagers who treat her as insane old widow also raise objections to grant her another house.

She is very old and she is almost begging you to help her. Selling her previous house was illegal as per Panchayat rules. She has nowhere to go. As per government's directive, she can not continue to live in a hut.

In this circumstance what decision will you take? Explain why.

Answer:

The case involves conflict between legality of allotment and society's larger issue that is poverty. Following ethical considerations are there.

1. Women is old thus require greater protection(Article -14 – equal protection of law)
2. Women is poor with no one to care. (Re distributive justice)
3. She has flouted the rules and sold her previous allotment.

4. It is illegal to give her second allotment plus public opinion is against such allotment.

Course of action:

1. Discuss the problem of old lady with her and try to find out corrective solution by ensuring a pension and benefits under governmental schemes.
2. Discuss the issue of old lady in panchayat and try to build consensus by explaining her pitiable conditions. Further, sensitize villagers towards plight and social security of poor and old.
3. If villagers respond in negative, discuss with people in higher hierarchy to get permission to allot her house second time with a strict warning to not to sell it again otherwise legal actions will be taken.
4. If nothing works, contact an NGO or old age home and make arrangements for her care either at her village or at the home.

Case Study 7:

Rekha cleared UPSC civil services exam and became an IAS officer. After her probationary training, she was posted as CEO of Zilla Panchayat in a very backward district in a far away state from her home. There, violence and discrimination against women was rampant. The politicians, including elected representatives were known for their contempt against women officers in the district. Rekha's parents tried to persuade her to marry an IAS officer (male) from their home state who had shown interest in marrying her to ensure her return to her home state where, her parents thought, she would get a safe and cosy posting.

Rekha firmly told her parents that she wanted to face such hardships and serve backward regions. As soon as she assumed her office, rumours were spread about her past and alleged links with mafia in the region. She had taken extraordinary measures to stop illegal activities such as sand smuggling and encroachment of government property despite risk to her life. A recent news report alleged that she was going soft on mafia. Another report suggested that she had an affair with an IAS officer working in a neighbouring district.

Identify the elements of ethical concerns and dilemma in the above case and substantiate how you would have responded to each of such concerns and dilemma if you were Rekha.

Answer:

An upright and honest officer faces organised campaign from vested interest to prevent her from performing public duties. Unsubstantiated rumours and personal attacks to malign her image and damage the reputation should be tackled head on by Rekha in this case.

Elements of ethical concerns and dilemma in above case are:

1. Choosing between person, family comfort and commitment to public duty
2. Performing one's duty without paying heed to rumours or to dispel rumours to

maintain credibility and integrity

3. Protecting one's privacy in public life (and women's dignity) when vested interest allege of immorality

Appropriate response in this case would involve that rather than succumbing to pressure of vested interest and organised mafia, she should be take appropriate legal recourse. The strategy to deal with each of situation can be:

1. Rekha should persuade her parents that it doesn't matter where she serve in home state or any other state. She should make choice based on her own commitment, aptitude, duty and comfort rather than under parental or societal pressure.
2. Proper legal recourse should be taken against the people spreading lie and falsehood. Though it may distract some of time and attention from official duties, but it is essential for maintaining not only personal integrity but also professional credibility of authority.
3. A defamation case may be initiated against people spreading rumours. A official have full right to her privacy in person sphere.

Case Study 8:

You are a Collector of a district. The Chief Minister has arrived to attend a private function and at the same time has summoned all officials to get reports on various works in progress in the district. Your family was also invited by the organisers of this private function. Because of some issues at home, you arrive half an hour late to the function where meeting is also being held by the CM.

The CM, who is known for ill temper, soundly abuses you in front of all dignitaries, your wife and children. You are insulted and humiliated in full public glare. This was your first such experience.

How will you react? Explain and give reasons. (150 Words)

Answer:

At that instance, several emotions would be running through my mind. Embarrassment, ego, frustration, guilt etc. The first thing I would do is manage my emotions because such emotions could lead to taking ill decisions and it is my duty to protect the respect and integrity of the post of Chief minister and Collector. Instead would try to use them to act accordingly.

Secondly, I would apologise to the Chief Minister and all the other officials as I have wasted their time. As being the head of the district, I should be the first person to intimate the CM about the happenings in the district, so my delay is not pardonable.

Thirdly, I would explain the reason for my delay. If I don't then I would be setting a bad precedent to all the other officials.

Fourthly, to recover the thirty minutes lost, I would think of ways to give the perfect brief and also save time by eliminating other unproductive activities of the

meeting. Because due to time constraint, it should not affect the information being given to the Chief Minister.

Case Study 9:

Ravi and Ramya, a newly married couple, have joined same company as software engineers. They are put under a same team leader. The team leader has started flirting with Ravi's wife. He has also started giving trouble to Ravi in terms of putting him under lot of work related pressure. Both Ravi and Ramya have signed contract with the company.

Ravi is now asking Ramya to leave the job and stay at home. Ramya is just friendly with the team leader, and she thinks he is harmless. Though she has told Ravi about this, Ravi wants her to leave the job at any cost. After few months Ramya got promotion whereas Ravi didn't. She is made team leader of another team and she now reports to manager who was her former team leader. These developments have further depressed Ravi and lately he has started doubting his wife. However, Ramya has always been faithful to Ravi.

If you were in Ravi's and Ramya's place, what would you do respectively? (200 Words)

Answer:

As Ravi, i would like to openly convey to my wife about the insecurities i feel in her interaction with her boss and her subsequent promotion. I would also like to say to her i trust her lot and would only want good for her and was happy that she had got promotion, but i dint really trust the intent of her boss (my former TL) and therefore i would like her to trust me in my feelings and stay away from him since it was probably sending a wrong message to him, who was misinterpreting her friendly nature and also as it was damaging our personal relations due to my insecurities, if she wasnt ready to leave the job, as it would be best possible outcome.

As Ramya i would make my husband understand about my nature and my friendliness, which dint mean anything more apart from just that. I would address my husband's insecurities by listening to him patiently and understanding it in the light of my recent promotion, it would only complicate his thought process. Since i would not like to leave the job i would for one trust my husband and keep my interactions with boss to only professional level since it would inspire confidence in my husband. However to address his deeper bias against me i would give him a plain talk about my freedom, integrity and choices, and the fact that his distrust will not help matters hence he should be more open to me interacting with male counterparts without any bias.

Case Study 10:

You are traveling in a government bus to attend a very important job interview. In one hour you should be present at the interview venue. The bus is very congested. Luckily you are seated. From your seat you observe that a middle aged man standing next to a girl is touching and trying to molest her. The girl is silently

resisting and trying to move away from him. But the man is continuing his actions. As the bus is congested, nobody is noticing this except you.

1) In this situation, what will you do? Explain. (150 Words)

2) If you do not do anything, which values will you be compromising? Explain their importance. (200 Words)

Answer:

1) First of all, I will offer my seat to that girl. It will prevent the person to make any advances to her. Secondly, I will ask the girl whether she wants to make any complaint against the person. If she wants to do that, I will make a call to the police. If she does not want to get involved into it, I will talk to other passengers and will try to pressurize the person to accept his mistake and not to repeat it in future. (But only if she has no objection as being a girl she might feel being antonyms). I will also encourage her to raise voice against this type of injustice which violates modesty of girl.

2) If I take no action I'll violate the following values:

a) Respect for women- It will become disrespect for dignity of women if I remain silent.

b) Honesty- Closing eyes towards injustice amounts to dishonesty to myself.

c) Courage of conviction- Standing up to misbehaviour will only be true courage of conviction against all such pervert people of society.

d) Empathy- Though I can see misbehaviour being done, if I do not empathise with the girl, it is a loss of humanitarianism.

Therefore, all such values must be upheld in daily life for a dignified living of self and others in society.

Case Study 11:

As a Block Development Officer, you were invited to preside over a Gram Sabha meeting in one of Gram Panchayats falling under your jurisdiction. The Gram Sabha was called to take a decision on two crucial things: to identify and confiscate fake job cards used under MGNREGA scheme and to choose the beneficiaries to allot houses under Indira Awas Yojana. You had ordered a month ago to all Gram Panchayat secretaries to conduct programs to create awareness and advertise about coming Gram Sabha so that people would participate in large numbers.

Unfortunately, on the day of Gram Sabha to which you were invited, very few villagers turned up. It is mandatory that at least one tenth of members of Gram Sabha (those whose names are in electoral rolls) attend the Gram Sabha. But on that day less than one tenth were in attendance. At the same time, all the Panchayat members were present. They all insisted that the Gram Sabha should continue as people would slowly come and attend as the meeting progressed. Somehow you were convinced and the meeting started. Those few who attended were chosen by vote to get homes allotted after verification that they met the criteria under the

Indira Awas Scheme. Job card verification was not possible as there were no people at the meeting.

Next day you received a complaint by a villager accusing Panchayat members of coercing Panchayat Secretary to conduct Gram Sabha on a date when villagers had gone out to neighbouring village to attend a festival. According to the complaint this was done to stop the identification of fake job cards, which some elected Panchayat members had themselves created to siphon off money. The complaint also alleged that you and Panchayat secretary had taken bribe from Panchayat members to conduct a fake Gram Sabha meeting. There was also allegation that beneficiaries who got allotted IAY houses were actually all relatives of Panchayat members present on the day of Gram Sabha.

1) Identify the major issues and your options in the case study. (150 Words)

2) As a responsible officer what were your duties prior to conducting Gram Sabha and what course of action you should follow after receiving the complaint. (200 Words)

Answer:

1)

a. Major issues:

- Dishonesty shown by gram panchayat members as they deliberately timed the gram sabha on a day when the attendance of people would be less
- Corruption: Prima facie it appears that as alleged in the complaint, the panchayat members did indulge in corrupt practices by create fake job card holders to siphon off money
- Nepotism: The gram panchayat members kept the interests of their relatives above the general public which elected them
- Accusation: The villagers accusing me of collusion with panchayat members by taking bribe is a serious allegation. I need to prove my honesty so that people do not lose confidence in my conduct, which will effect my administrative duties in the future

b. My options:

- Cancel the whole gram sabha and all the allocations done on that day, and reconvene another one taking in to consideration when the maximum attendance would be there
- Ignore the complaint and blame the people for not attending it

2)

a. My duties prior to conducting Gram Sabha

- Should have made sure that the panchayat chose a right day for the sabha
- The rules clearly stated that a sabha should not be conducted when the quorum of 1/10th members are not present. So I should not have started without it. As the secretary said that the people would come after it gets started, I would insist on waiting till people came
- I should have smelt that some thing is fishy because, there is no reason why

people would not attend the sabha if they are being allotted a house. I would enquire other people the reason for the absence

- I would then cancel the sabha then and there and complain the conduct of secretary to higher ups

b. course of action I should follow after receiving the complaint

- I would call the panchayat secretary and ask for an explanation and take it in writing

- The secretary is clearly guilty as he should have known about the festival in the neighbouring village

- I would then join the complaint and the secretary's explanation and my recommendation which is cancellation of the sabha and allocations on that day and send it to the higher ups

- I would apologise for my mistake to the people in the next sabha for not following the quorum rules

- I would also ask an enquiry in the alleged corruption and nepotism shown by panchayat and order cancellation of fake job cards

Case Study 12:

A former employee who was fired due to poor quality work, absences, and lateness related to her drinking problem, informs you that she has applied for a position at another company and has already given your name as a reference. She desperately needs a job (she is a single parent with three children), and she asks you to give her a good recommendation and not mention her drinking, which she assures you is now under control.

She also asks you to say that she voluntarily left the company to address a family medical crisis, and that the company was pleased with her work. You like this person and believe she is a good worker when she is not drinking. You doubt that she really has overcome her drinking problem, however, and you would not recommend your own company hire her back.

- What do you say to this woman?
- What do you say to an employer who calls you for a reference?
- What if the prospective employer was a friend?
- Suppose the problem was a theft?
- Suppose she had asked you to be a reference prior to supplying your name to her prospective employer?
- What values are at stake? Do some of the values conflict with one another?

Answer:

1) What do you say to this woman?

At first I would tell her that it was not fair and ethical on her part to mention my name as a reference without my prior permission, this shows that her desperation may drive her to adopt such unfair means in future also to achieve any other

intentions. As she was not honest to her prospective employer initially she may continue this behavior and i might put that employer and his organisation at risk along with my own honesty and integrity. I would say to her that despite her saying she overcame her drinking habit which i am not myself sure of she still lacks integrity and honesty as she lied to get her hands on the job and mere stopping drinking did not certify that her other Grey areas like late coming and poor work quality will show improvement. We in life may face such dilemma's more often but we should not act emotionally always as unfair means are never going to benefit, it will be unethical on my part to concur on her claims to her prospective employer. I would recommend her to tell truth to her prospective employer and then i might talk to him if he calls and tell the employer about her positives and her present conditions.

2)What do you say to an employer who calls you for a reference?

Ans- I would tell him regarding her problems and her efforts to get rid of those bad habits, i would highlight her positive facets also and will also inform him about her present family conditions. I would tell him that she has tried to overcome her weakness and is now willing to work with proper work culture as required by any reputed company or organisation. I would not give surety of her conduct but i may ask him to give her chance if he is willing to give her a chance to change for good as she is in need of a job desperately because she is a single mother catering to three children.

3)What if the prospective employer was a friend?

Ans- It will be easier for me to explain the situation to him, although i would not recommend her to my company i may ask my friend to give her chance and give permanent employment only after he is sure that she is now changed and is well suited to work as habitual drinkers show behavioral changes after they suffer from withdrawal of the alcohol.

3)Suppose the problem was a theft?

Ans- Theft is an offense and it should be judged by the magnitude of theft, but legally theft is theft either of small or big magnitude. If an employee commits thievery in organisation it will be cheating to the organisation and to his employers and to his/her conscience also. It is also an criminal offense which attracts punitive actions. I may not be in position to recommend her if it was proved that she indeed committed thievery. Despite her being a single mother of three i may not overshadow her conduct of theft because she has to cater to three children alone. But i will tell employer that she was a good worker at large, and he should try to visualize her overall performance and situation before arriving at any decision.

4)Suppose she had asked you to be a reference prior to supplying your name to her prospective employer?

Ans- If she had asked me to be reference prior to giving my name as one, then i would have heard to her, regarding her situation. If i get assured that she indeed has stopped drinking and is she is willing to work and start again with proper conduct

and honesty i might recommend her to the employer but i will not keep him in dark regarding her past, i will explain him situation in which my company removed her and situation now, i would explain as i can not recommend her in my company due to her past deeds as it might not get accepted by my company, he can give her chance to rectify her past mistakes for a good future of her kids of whom she is a single parent.

5)What values are at stake? Do some of the values conflict with one another?

Ans- Here along with ethical values like Honesty, Integrity and work values which makes me marketable as a person whose recommendation matters in organizations other than his own and My values like selflessness and altruism conflict with each other. I may lie and help her gain employment by unfair means and me being a partner in this misdeed or i can tell the truth to retain my honesty and integrity, i may by being honest

tell employer about her, but i may being selfless and sensitive towards the employee's problems try to convince the prospective employer to consider her and give her one chance as she is desperate for the job and she is willing to overcome her drawbacks and may in future prove to be an asset to the prospective employer.

Case Study 13:

Your friend who is travelling with you in a train gives ten rupees to an eight year old girl who is begging for money. An elderly co-passenger comments that it is unethical to give money like that and it would make these children lazy forever. Another co-passenger, a middle aged lady sympathises with the girl and tells the elderly man that the girl must be an orphan thus needs money for sustenance and she goes on to appreciate your friend for giving the girl money.

Whom will you support in this situation? Explain why. (200 Words)

Answer:

It is highly unlikely that the eight year old has started begging on her own.

1. She maybe driven into it by her family who is in dire economical condition or
2. by the greed of crime cartels(or even her family itself).
3. or She may be an orphan as told by the lady

Here the dilemma is to either support the friend in this philanthropic work and the admire the appreciation of women or to commend it and agree with the elder co-passenger.

The situation demands proper combination of compassion and long term view of children's development. From the situation it appears that my friend gave the money on impulsive instinct. It is evident from the immediate step he took without any effort on his part of inquiring why the girl is begging when she should devote her time for study. On prima facie I will oppose the act of my friend.

I will not favor the statement of my fellow co-passenger who is giving hint that the child should be employed or he should be earning some wage. On the other hand I will say that the proper statement should be that she should be attending school.

The middle age lady is making statement on the compassionate ground and her observation does not seem to originate from the proper inquiry. I will question on her assumption and I will give example of the availability of orphanage which will promote her overall development.

If possible I will try to approach the girl and will ask her if she is attending the school. On the other hand if she is orphan or she is under pressure I will try to contact nearest orphanage will get her enrolled. Else I will try to enroll her in any adoption center.

Case Study 14:

You are working as Sub Inspector and the place where you work is also the constituency of powerful politician who is now a very influential minister in the state government. Recently a woman social activist was tied to tree and was badly beaten and molested by few political activists belonging to the ruling party. After registering the case and preliminary investigation you come to know that the men who molested were staunch followers of the minister. The minister frequently calls you and pressurises you to either go slow with investigation or close the case citing lack of evidence. In your investigation you have found strong evidence to give justice to the woman and punish minister's followers. However, the minister has threatened to transfer you to a distant place if you do not heed to his requests. Despite threats and pressures you continue with your investigation and file a strong case against the perpetrators. Later you come to know that the minister had used his influence and bribed the judges to get bail to his followers.

- a) How do you deal with political pressure when performing your duty? (100 Words)
- b) In the above case, your wife advises you to record your conversations with the minister in your cellphone and make them public via media. Will you do so? Justify. (150 Words)
- c) Some of your friends suggest you to get transfer and move to new place so that you are saved from the wrath of the minister whose requests you neglected. (100 Words)

Answer:

- a) How do you deal with political pressure when performing your duty as a public servant? (100 Words).

For a public servant political interference is inevitable. Best way to deal with it is by confusing the politician and presenting the rules. Explain the rules and ask for a written order if any deviation is to be made. One must also be ready for transfers and threats. Usually the weakest are threatened the most. Once you set an example by not complying with politicians whims and fancies, you will set a good example for other politicians. So the mantra is to stay strong, follow the rules, avoid direct confrontation, but be ready for the same in case things go haywire.

Mass mobilisation through woman social activist who has been molested an also put pressure on minister. I would encourage her to do so as being a social activist, she can leverage her support base.

b) In the above case, your wife advises you to record your conversations with the minister in your cellphone and make them public via media. Will you do so? Justify. (150 Words).

The idea sounds tempting. But this is illegal and against the law. A civil servant is not a spy, at least in views of law. I would avoid taking that route. But at the same time, I can use this means to manipulate the minister. In case the politician poses too much problem, this audio recording will be used as a leverage to bring his sanity back. This will be a civil servant blackmailing the politician for the noble cause.

c) Some of your friends suggest you to get transfer and move to new place so that you are saved from the wrath of the minister whose requests you neglected. (100 Words)

This is a very tempting suggestion, yet its morally reprehensible and against the spirit of honest work to get transfers to avoid the confrontation. No matter what jobs you were earlier in, Once you join civil services, this is your life. Things like this are part of the job and running from the difficult situation will only worsen the situation. This is like treating the symptoms and avoiding the root cause. So better, stay put and fight back.

Case Study 15:

Rajanna had borrowed money from a private bank to buy a tractor. He was a farmer who grew sugar-cane on his two acres irrigated land. He bought the tractor from the money he had received from bank loan. He also used part of the money to pay dowry and expenses for his daughter's wedding. Owing to price drop in sugar cane in the market, he consistently defaulted on his bank loan. Fortunately he owned irrigated land and he was confident of repaying the debt within two years if the price of sugar cane improved. The bank authorities had sent him few notices. However, recently the bank decided to publish the photographs of defaulters in the public places and in local newspaper to put pressure on them. Rajanna, who was a respected individual in his village was shocked to know this and committed suicide.

After few days, the bank auctioned his tractor off too. Rajanna's wife and children have complained against the bank to the police accusing it of killing Rajanna.

1) Was it ethical for the bank to take a decision to publish photographs of loan defaulters? Explain. (150 Words)

2) Critically comment on ethical aspects of Rajanna's deeds. (250 Words)

Answer:

1) The ethics behind publishing photos of the defaulters are questionable. A loan is a time-bound contract between the borrower and the lender. The private bank is a

profit-driven entity but lending to Rajanna was a decision on the part of the bank and a bad loan is a risk that comes with it. It is for this purpose that financial instruments such as collaterals exist to reduce the losses to the bank in case of a loan default. However, using psycho-social measures such as humiliation by publishing photos cannot be justified, especially when Rajanna wasn't a wilful defaulter. The bank before using such extreme measure should investigate the reasons behind the default. The loan could either be re-negotiated or the bank could sell the tractor to reclaim some losses. Using societal pressure to coax back money when Rajanna clearly did not have it is thus plain cruel and unethical.

2) Rajanna's deeds:

- Borrowed money to buy tractor, spent some on other things: Rajanna's actions are both unethical and illegal. It is a violation of the contract with the bank, as banks determine the loan conditions such as interest rate after taking into consideration the reason it is taken for. So we can notice that interest rates on personal loans are usually higher than home loans or educational loans.
- Used money for dowry: Dowry is also illegal and unethical. It degrades the position of woman, portray daughters as a liability on the parents and reflects a patriarchal mindset of the society. Ranjanna failed to question and protest against such a denigrating institution. He was a respected individual in his village and could have refused to give dowry and convince others to not give or accept dowry too.
- Committing suicide: Suicides are a sad reality plaguing our country. It is against the law but firstly, it is against humanity. According to Kant, right to life is an inalienable right and a human being has no right to take away even his own life as it is granted to him by God and that human life is precious in itself. Ranjanna was crushed under humiliation but committing suicide was a selfish and cowardly act as he did not take into consideration the his family's welfare after he dies.

Case Study 16:

You are working as DM of a district where illegal mining of sand is rampant. Recently there was an accident between a truck illegally carrying sand and a government passenger bus. Many passengers died on the spot because of the accident. Ever since you assumed power, you are trying to curb this illegal mining of sand. Because of negligence and involvement of police officers at local level, illegal mining is going on in many parts of the district despite your efforts to curb it. These trucks which travel on narrow village roads, have not only damaged roads, they have also caused traffic problem for passenger vehicles frequently causing accidents.

The media and some people from a political party are protesting against you after the bus accident. They are saying that you are working hands in glove with the sand Mafia. There is also an accusation that you have some personal rivalry with the Superintendent of Police. Moreover, even local media is portraying you as someone intentionally allowing illegal sand mining in the district.

In this situation, what are your options? How will you deal with accusations? And how will you manage the situation? (250 Words)

Answer:

There are many issues highlighted by the case

1. Illegal mining of riverbed sands – harming ecology of floodplains effecting drainage patterns hence may lead to problems like falling water table and severe flooding in monsoons

2. Gossip on my character and conflict with other power figures undermine my authority

3. Traffic problems exacerbated by illegal mining

Since as DM I am head of district administration and blame lies on me if I have not been able to stop Sand Mafia.

My solution would be

Immediate:

– Hold press conference reiterating my resolve to fight the menace, announce ex-Gratia payment to victim of accidents and try to nab the perpetrators as soon as I can

This will build confidence in my authority to pursue further actions.

-Ban movement of heavy vehicles on narrow roads in day time to prevent accidents to pedestrians and commuters

– Erect check posts around all approach roads commonly used by illegal miners

Medium term

-Transfer all police personnel to from areas where rampant sand mining takes place, initiate inquiry against low level police officers of concerned police stations by taking SP in confidence

– Educate people of area about need of conservation and cultivate informants for providing information on local illegal extraction

Long Term

-Initiate information campaign for usage of alternative material for building like powdered concrete etc

Case Study 17:

You are working as Superintendent of Police. In a village which comes under your jurisdiction a gang rapes has taken place. A school teacher has been raped by four youths. The parents of the lady directly complain you that the local Sub-Inspector has not registered case against those youths and moreover, when their daughter went to register a complain, he insulted and then threatened her with consequences if she went before media or made the case public. They also tell you that the lady teacher was not sent for medical check-up. Now the media doesn't know about the case, nor does the public. The parents allege that the local Sub-Inspector has taken bribe from those youth and has let them off without registering a case against them. Now the parents are saying that as a last resort they would go

before the media, but they are scared about revelation of their daughter's identity and losing her job too.

In this scenario, what will you do? Explain. (200 Words)

Answer:

My duty as a Superintendent of Police is to be the guardian of the law and the public. So it needs to be made sure that the teacher and her parents get justice by following the rules of law.

The first thing to be done is to make sure that an FIR gets registered both against the alleged rapists and the Sub-Inspector. After a quick investigation into the actions of the Sub-Inspector, if prima facie evidence exists that he didn't register the complaint and took the bribe, then he will be suspended. The case will be transferred to an Inspector of integrity and the proceedings will be constantly monitored by me. It needs to be made sure that a medical checkup of the victim is done at the earliest to obtain any incriminating evidence.

Furthermore the parents need to be reassured that going to the media is not their last resort as the police and law is with them and I will do my best to ensure that justice is done. In the mean time they should not be afraid and I will provide police protection to the family if need be with complete respect for the victim's identity.

I will also take long term measures so that such incidents do not occur again (Like awareness among people, gender sensitizing of police proper institutional mechanism for crime against women like rape crisis center etc)

As a public servant, I need to be courageous, ethical and a person of integrity and empathy.

Case Study 18:

You are the Principal of a famous government run residential school. Your son, who is studying in 12th standard in your school is extremely poor in Mathematics. Your wife is worried that if your son fails, he might slip into depression. You are also afraid that his failure would bring a bad reputation to you. You have never pressurised him to study though. Your son is good in other subjects and he is also a very good athlete in the school who has won lots of awards and medals in various competitions. Your wife is also worried that failing in 12th standard might encourage him to discontinue his studies forever. In this regard, during ongoing board exams, your wife requests you to allow him to cheat in the exam. She requests you to talk to Mathematics teacher who is a family friend of yours to help your son during the exam. As a Principal of the college, you can do this to help your son just pass the exam.

1) What are the options available to you? (150 Words)

2) Evaluate each of these options and choose the option that you would adopt, giving reasons. (200 Words)

Answer:

Options available-

1-

I may discuss his mathematics difficulties, try to work on the areas which require focus so that at least he passes in the exam and clear the 12th std

2-

I may talk to mathematics teacher to help him cheat in the examination to clear the 12th std as it is linked to his future and my reputation

3-

I may decide not to do anything and let the time and situation decide what happens in the end

4-

I may talk to my son about his career preferences, his strengths and weaknesses. I should explain to him that academics is not the only way to judge people and he should be fine with the strengths he has and build on it

Evaluation-

Linking my reputation or prestige to my son's achievement will be wrong and will in fact put unnecessary pressure on my son to perform in areas which are not of his interest. As a parent one should allow their child to choose his interests on his own and should assist in it.

1st option- As I can clearly see that my son is facing problem in mathematics, I should though not put pressure on him but should discuss what is the reason of his poor performance is and how he can improve on it. I should ask my friend who is a maths teacher to help him by giving personal attention after the classes.

2nd option- asking your son to cheat and seeking a friend's help in a school where you are principal is highly unethical as well as illegal and will set a bad precedence not just for school and students but also will be a bad morale lesson for your son. I would lose all moral authority to accept morally and ethically right behaviour from him

3rd option- Not doing can jeopardise your relation with your wife can lead your son into depression and hamper his future

4th- Not necessarily one needs to do well in academics though one should try to create a balance. Asking about his preferences and explaining that there are options outside as well will relieve him from unnecessary pressure of failing.

Best option will be to simultaneously use option 1st and 4th. Explain it to son academics is not end of the world while at the same time help in pass the examination.

Case Study 19:

You are visiting a famous animal zoo with your husband and two children. Your family is near a lion's enclosure enjoying the view of Asiatic lion pride. Your husband is explaining to your children some interesting facts about these lions. While doing so, an 18 year old boy, standing next to your husband, starts climbing the barricade to get a full view of the pride. Unfortunately, he slips and falls into

lion enclosure. Around 2-3 lions approach him and start mauling him while the public is watching with shock. Around you there are no security guards or any authorities from zoo. Few minutes later, the body of the boy is torn apart by the lions.

1) In situation like this, what will you do? Explain. (100 Words)

2) On whom will you put blame for the death of the boy in the above case study? Explain why. (150 Words)

3) At home, your husband is arguing that security guards (assuming they were around the enclosure) should have shot dead lions to save the boy. But you are putting blame on the boy himself. To support his argument, your husband is asking you what would you have done if one of your children had fallen into the enclosure – shoot lions (assuming you had fully loaded gun) or stand there watching helplessly?

In the light of above arguments, critically comment if it is ethical to kill animals to save humans? (200 Words)

Answer:

1. In this situation, first action will be to stop the boy from climbing the barricade. If he is already fallen before me noticing, first priority will be to save the boy. I may use the clothes to make a long rope. One end of the rope will be given to the boy and from the other end he can be pulled. Distracting the lion is another possibility but common man is not expert in animal behaviour. So, it may have the opposite effect. Further, security guard must be called immediately because they know the standard operating procedures in such situations. Any other person/child climbing he barricade must be stopped at it may lead to further mishaps.
2. In the above case study the blame for the death of the boy lies to many but immediate blame and most of the blame lies mostly on the boy himself (and his guardian if he is minor). This is because the barricades were put up there for some purpose and the purpose was to prevent people from accidentally falling into the confinement and injuring themselves. The boy intentionally climbed the barricade putting himself on risk. Nevertheless a part of the blame lies with the zoo authorities as no security guards were present at the spot and this shows that they were ill-prepared for any accident that might occur. The higher authority failed to imbibe the sense of duty in their subordinates. Poor supervision may be the reason for such lacklustre behaviour. The zoo authorities should have provided much more sophisticated fencing keeping in view such incidents. On the whole, it's a collective failure.
3. When the ethical question comes in real life situation, it becomes a real challenge to resolve the dilemma whether to look for a more practical solution or stick to the ethical standard which may make the situation worse. It is truly ethical and moral that we should not kill any

animal for fun or otherwise. However, when the question of a human's life come, it would not be unethical to choose the life of human over animal. However, there can not be proper arguments as to whose life is more important as both live in their own communities and for the community, life of its member is more important than that of other's. As we belongs to the human community, life of a member of our community is more important than that of other if the question of choosing one life over other comes, as in the situation like in the question. Thus, the action to kill the lion to save the life of that person would be justified, though this action is can't be generalized in nature.

Case Study 20:

A multi-storey building which was illegally constructed collapses and kills fifty innocent workers – including women and children. These workers were poor migrants from far away villages. The building was allowed to construct only three storeys, but the builder has violated the rules and raised four more storeys. The government immediately announces cash relief to aggrieved families. The builder is arrested and put under court trial.

1. On whom does the ultimate blame for the death of fifty innocent lives rest – government or builder? Explain why. (200 Words)
2. Is it morally correct to give cash relief to the diseased families in this case? Substantiate why. (150 Words)

Answer:

1)

The ultimate blame for the death of fifty innoceny workers rest equally on government and builder.

The builder has violated the law by constructing beyond the permitted storeys. Thus, he is liable for fraud and culpable homicide.

The government is liable because its executive have failed in their duty. Its the duty of PWD to not only pass the building design, but also to inspect, so as to ensure that the construction is done according to the permit. As the four storeys cant be constructed in a wink, it displays the total absence of inspection mechanism. Thus, the PWD official are equally liable in the mishap that lead to the death of 50 workers.

2)Yes providing cash relief is morally correct because of the following reasons:

- (a) Workers have died for no fault of their.
- (b) It was the duty of the government to ensure that the construction done is legal. Failure of government has caused this incident.
- (c) Goverment duty is to protect and help poors and vulnerable. Death of workers is not only a misery for their families but it also increased the vulnerability of their already pity state.
- (d) DPSP directs government to take care and provide social assistance in certain

cases (Article 41). It also requires to provide just and humane condition of work(Article42). Government failed in both.

At the same time, it should be made sure that by giving such compensation authorities do not try to suppress the such issues of building collapses which prevent them from taking strong action to prevent such problems in future.

Case Study 21:

A school van carrying 20 children hits a passenger bus en-route to school. Three women in the passenger bus and 4 children in the school van die on the spot. It was the fault of driver of school van who jumped the signal and hit the passenger bus. The driver of school van escapes unhurt and then escapes from the accident spot. The government announces cash relief to all the victims – dead and injured. At the same time, the government cancels recognition to the school to which the van belongs to. The police, on complaint from the aggrieved parents, arrests the principal of the school and a search party is sent to arrest the absconding driver.

1. Is government right in its actions mentioned in the case study? Substantiate. (200 Words)
2. Is it right to arrest the school principal? Explain why. (150 Words)

Answer:

1)

Government took the following decisions:

- a) Announces cash relief to all the victims – dead and injured.
- b) At the same time, the government cancels recognition to the school to which the van belongs to.

Since, it is already established in the case study that it was due to the fault of driver that the accident occurred. Therefore, reputation of the school that hires bus/ driver is lost to an immeasurable extent.

School authorities must have entered in to a contract for transport as per which it is the responsibility of contractor for safe travel of students to and fro home & school. Accordingly some consequential damages have also been indicated in the contract. And therefore, the compensation amount can very well be given to victims from the contractor and therefore purpose of Government announcing cash relief to all victims- dead or injured, is defeated.

Therefore, it can be said that Govt is not right in its decision of announcing cash relief to victims. Similarly, also having established that it is a fault of driver/ contractor and assuming that all the precaution have been taken by School authorities as indicated in the contract conditions, penalising school authorities by Government by cancelling its recognition does not hold good either.

2)

It may be noted here that for any fault of driver/ contractor, Principal of the school shall not be arrested merely on the complaint of the aggrieved parents since the arrest is not justified. Rather, it will have a negative effect on the morale of the

school fraternity as they might shirk off their responsibility to take decisions in future cases related to similar incidents. Therefore, stern action against driver/contractor in violation of a contract or any legal case, whatsoever, can be initiated.

Case Study 22:

You are in charge of rescue operations in a severely flood hit area. Thousands of people are stranded in deep waters in their homes without food and drinking water for 3-4 days. Because of rough topography and heavy rainfall, the rescue operation is slow. When your men reach stranded people, they heckle and assault your men out of anger. One of your team members is severely injured in these fights. Your team members request you to call off operation as they are scared of facing angry people and also they are angry about the behaviour of those stranded people. At the same time, media is writing negative news about your efforts.

In such circumstances as mentioned in above case study, how will you manage the situation? For a person in your position, examine which qualities should be on display during this type of situations?

Answer:

Opinion supporting request of team member:

1. threat to life of team member.
2. fault of terrain rather than help team in slow response
3. demotivated team due to crowd & media reports

Opinion against request:

1. it is nature of job to have unexpected response
2. emotional & psychological toll on mental health of crowd after 3-4 days of starvation, crowd can not be blamed
3. help team is the only lifeline of rescue till it is reinforced

Course of action:

1. immediate medical attention to injured team member. team accompanied by local leader to pacify crowd, as well as at least one doctor.
2. water and food to be primary concern of rescue operation.
3. request for reinforcement and air support to lift people by air for rescue. survivors weak due to starvation, and tough terrain- can't be rescued properly otherwise.
4. setup camps for those rescued, use local help as much as possible.
5. lead the team if possible in rescue operations to boost morale.
6. report the situation clearly and assistance required to higher authorities.

It is important to tell the media that we are putting in our best efforts is important to provide support and hope to the families of the flood victims and ensure that a panic wave doesn't ensue. For that a press conference can be held to apprise the media of our efforts. Also, a helpline to help the victims and their families can be set up.

Qualities to be displayed:

- 1 leadership to lead the team and community as a whole out of crisis.
2. motivator to rescue team after the attack on team specifically
3. networking/ co-ordinating skill to cover all aspects of rescue, order, reporting as well as deciding on critical instances.
4. emotional intelligence to deal with angry crowd.
5. hard work in crisis situation is indispensable. Other qualities: empathy, patience, efficiency.

Case Study 23:

A criminal who is convicted and awarded death sentence for raping and murdering five girls, minutes before his hanging, anxiously asks a jail official if getting hanged is painful. The official tells him that it is not as painful as getting raped and murdered. The convict is hanged as per the procedure.

What ethical issues do you see in this scenario? Critically examine various arguments for and against capital punishment. (250 Words)

Answer:

“He i believe is the greatest coward, who to prove his manliness preys upon a woman”

Ethical issues involved in this scenario:

- Taking life: The man has acted brutally and murdered 5 girls. His conscience was mute as dead when he committed such heinous crimes;
- Violating personal sanctity: every individual’s body is a sacred disposition of the almighty. By outraging the modesty of these 5 girls, the man has not only violated this sacredness but humiliated the entire women race around the world.
- Violation of country’s law: Law of the land is a way to imbibe ethical values in its citizens. Laws act as a deterrent and make individuals ethical. He has violated the country’s law and thus violated each and every ethical value
- Violation of natural law: The natural law of kindness and humanity has been violated by the criminal.
- Lifelong family grievance: The criminal has not only killed the girls but also destroyed the lives of people associated with them.
- Capital Punishment: “An eye for an eye will make the whole world blind.”

The criminal committed a heinous crime by raping and murdering 5 girls, but does the act of hanging him ensure that justice would be delivered. He was mentally ill thats why he did such crime, but do we sane people should advocate the same for him?

Arguments for capital punishment:

- Such people are threat to society. Such psychological perverts who lack conscience cant be expected to reform, since reformation requires some conscience, which this criminal lacks.
- The theory of retributive jurisdiction says that the criminal asked for the punishment by committing such crime. He is the one who demanded it. The society only obliged to his demand.

- A message has to be sent to the society that such acts won't be tolerated. Thus capital punishment would serve as a deterrent.
- The girls' family members need to be compensated for their loss.
- Prisoners' dilemma: If the maximum punishment for such crime is life imprisonment and even for committing a rape is life imprisonment, then the criminal would always try to kill the victim as he would feel that he is going to get imprisoned for life anyways, whereas if the victim dies, it's possible that his crime could never be exposed.
- US, China, Pak, India, Indonesia, Iran, Iraq and other Gulf countries contribute more than 50 percent of world's population, and capital punishment exists in these countries. It means majority of the world favours capital punishment.

Arguments against capital punishment:

- o Killing a criminal isn't enough. He needs to understand that what he did was wrong. For that he needs to brood over his crime and this needs time.
- o No study to prove that capital punishment acts as a deterrent.
- o Majority of the nations have done away with capital punishment.
- o Penance is the only true punishment. Killing him in retribution won't reform the evil inside him that let him commit that crime in the first place.
- o He was ill, thus he murdered those girls, but we are mentally sane, then is retribution justified?
- o A capital punishment would be too easy punishment for him. It's a one-time touch and go exercise.
- o He committed a crime, but by killing him his entire family would be punished.

The strength of our judicial system lies in reformatory jurisdiction not retributive jurisdiction. Whatever be the crisis, focus should always be on the reform of the criminal because when a spirit reforms, so do the spirits identical to it. Thus similar criminals would take a lesson from the day-to-day remorse of that individual and this would lead to greater deterrence against such crimes in the society.

Case Study 24:

You are a senior police officer working at the state police headquarters. Your wife is a Commissioner in the Higher Education Department. Recently an RTI activist has filed an RTI application seeking all the information related to purchases made by the department for the government colleges. At the behest of the minister, almost double the amount was spent by the department to purchase furniture and computers for all the state-run colleges. If the real facts come out, your wife will be at risk of getting suspended and if corruption charges proved, she might even go to jail. The RTI activist is actually a close friend of yours. You come to know that he is targeting the minister in charge of the department and has nothing against your wife. He also tells you that he is ready to withdraw application as a gesture of friendship.

In this situation, what will you do? Explain. (250 Words)

Answer:

Being a police officer, I have undertaken solemn oath to abide by the law. The case study deals with the issue of corruption and ethical dilemma. It's my constitutional duty to unearth the corrupt practices.

RTI is a potent weapon to bring the transparency. Considering this civil service virtue, I would never ask my friend to withdraw his application even if it has bearing on my spouse's career.

Minister in connivance with corrupt officials misappropriated public money. This should be investigated thoroughly. I will discuss the matter with my wife to know about her role in the case as a commissioner in the department. If she failed to uphold the integrity and honesty, she is liable for legal action whether it may be suspension or incarceration.

It is an imperishable fact that if she found guilty my personal life would suffer. But in the larger interest of public all corrupts will face justice for their misdeeds. If she hasn't had ill intentions, natural justice takes its own course.

Public servants are custodian of people's resources. It's their constitutional and moral duty to protect and optimize them. Exemplary punishment awaits them in case of failure.

Case Study 25:

As a DM, you are doing your best to demolish all illegal encroachments in the district headquarters. This has brought you a good name. At the heart of the city, there is an immediate need of widening a road where lately lots of accidents have taken place because of huge vehicle traffic. In the middle of this road there is a temple which is causing lots of traffic problems thanks to large number of devotees who visit it daily. Investigation reveals that the temple is constructed illegally on government property. If congestion is to be eased on the road, the temple must be demolished. You send a notice to temple management. They sensationalize the issue through media by twisting facts. They also politicize the issue. They have also tried to incite communal feelings of devotees. You know that the temple management is getting huge income from the temple and this is one of the reasons why there is stiff opposition for its demolition. You also get frequent calls from prominent politicians requesting you not to go ahead with its demolition. Your family members, who are god-fearing, are also against your decision.

In this situation, what will you do? Explain the consequences and how will you deal with them?

Answer:

Since the temple exists in the middle of a road and it is illegally constructed there is a lot of congestion due to temple and subsequent casualties on that road, the best possible solution is that shift the temple from that place. By passing it or building a bridge over temple may send wrong precedent to the people who wanted to take advantage of these actions in future. As this is a communally sensitive issue the success of the District Magistrate depends on how sensibly he handled the issue in meeting his objective of shifting the temple to the new place.

As per the question it seems the temple management committee is the primary road block in achieving his objective. DM has to find leverages to force the temple management to come up with the ways which are legal. A comprehensive report of the traffic causalities in that area placed in public domain may be a good step to start with. Then DM may organize a meeting with the temple management and say them in the interest of the public and for the safety of devotees visiting, the temple has to be shifted to a new suitable place. If they do not agree he may ask them to voice their concerns in written form.

The biggest concern they may say is shifting the deity. But there are numerous precedents in our history and in the recent past where the principle deity was shifted to better places through proper rituals and reinstated there. He can exemplify them. At the same time informally suggest to temple management that this has to be done in the interest of the society and it would be better if the temple management will try to get the better deal by cooperating with the state. Also try to persuade them as the scope of extension of temple in the present place is limited and devotees facing inconvenience etc.

After addressing the issues involved in their written plea even then If the management still adamant as a DM he could offer a new land in a suitable place for a price for temple construction and announce that since the land is offered by state the new temple management will consist of honorary nominee members elected from the society but not the members of old management. Surely this will send the message to the present temple management and they will find a way to shift the temple to a new suitable place on their own as the income involved is great.

The DM should assist them in possible manner while maintaining secular credentials in the shifting of temple and then go ahead with road construction. He can use his good name through earlier work among common people to be not come under influence of communal incitement.

Case Study 26:

Recently there was a communal clash between communities X and Y in one of the villages under your jurisdiction. It was so severe that, all the people belonging to minority community X, fled from their village. Later they were given shelter in nearby temporary camp. The camp lacked all basic amenities. After few days, law and order was restored in the village. The majority community Y is unwilling to welcome back even a single person from the minority community. Whereas, the minority community do not want to return for the fear of reprisals. People from both the communities were killed and raped during the clashes. As a DM of the district it's your responsibility to maintain law and order in your jurisdiction. The people in camp are demanding rehabilitation in a new place. They are seeking government help in building new homes, jobs for one member from each of their families and round the clock police protection.

The CM has directed you to find a solution to the impasse. He has specifically told you that rehabilitation is not an option when the properties of the minority

community are intact in their village. He is in favour of sending them back to their village.

In this situation what will you do? Explain.

Answer:

The case in question needs to be dealt with utmost sensitivity as events are still hot in the people's minds. To ask the minority community to come back to the village without any confidence building measures is not gonna give any results. As the DM of the area my foremost priority would be to build confidence among both the communities especially the minorities. The actions in this sense should start from the camp itself as providing the basic amenities would boost confidence among the minorities that they are being heard and taken care off. Apart from this step intelligence gathering of the village and nearby area needs to be done to track elements which are spreading this communal disharmony. Once a check has been put on these elements and the other immediate welfare measures like establishing the proper network of police thanas, streamlining the public services disrupted due to riots etc. has been improving swiftly the minority as well as majority community can be convinced for living in harmony. In this the help of village elders, who understand the situation and government's stand can be sought.

Case Study 27:

A man convicted for rape and murder of two 15 year old girls has been awarded death sentence by the court. His sentence is due in 3 days. You are the in charge of the jail and have been assigned to supervise his death sentence. The convict becomes seriously ill two days before he is about to be hanged. Preliminary medical tests reveal that he has blood cancer. Your colleagues advise you that as he is about to be executed, the matter should be kept as secret and the convict should be kept in his cell. Even jail doctors advise you the same. They also tell you that this convict deserved such a death for his crime.

What will you do in this situation? Explain why.

Answer:

I will take preliminary examination report seriously. I would not keep this information secret and send him to hospital if his condition is bad. Because he is a human and we should respect basic human right of each person.

My moral consciousness and professional consciousness orders me to take care of every prisoner of the jail. I will inform the court about the serious condition of prisoners because death of execution will be decided by the court. I will do this action because not only the consequences should be right but also the mean.

Therefore he will be given proper medical aid. And secondly i would also allow his family member to meet him because it is legally and morally right. They would not be denied because of his poor health. I will also advise them that they should appeal to court that he is not convicted unless he is not recovered.

I would also try to convince my colleagues as well as the doctor that though he has been given death sentence yet it is our duty to provide a humane treatment to the

prisoners. If we are not providing such treatment than there is no difference between democratic country and a totalitarian regime.

Case Study 28:

You are the CEO of Zilla Panchayat. A Gram Panchayat Secretary has been assaulted by Gram Panchayat member. The member is an influential figure in the Tehsil and is very close to the local MLA. The Panchayat Secretary is severely injured and is hospitalised. He was assaulted after being caught red handed while taking bribe from a poor woman in the office. The member has the support of villagers and MLA. All these incidences have been brought to your notice by the Block Development Officer.

What will you do in this situation?

Answer:

In this situation, ethical dilemma arises as to take action against whom:

- a) Panchayat member who had ruthlessly beaten Panchayat Secretary due to latter accepting bribe
- b) Panchayat Secretary who had indulged in corruption

Here it is important to note the following:

- 1) Panchayat Secretary was unethical in firstly accepting/demanding bribe.
- 2) However, this should not allow any person to take law in his own hands. Here, panchayat member with almost mob support (villagers back him, though they themselves did not assault) has taken law in his hands, which is also unethical. He could have taken help of law- contacted Vigilance department and laid a trap to catch him red-handed again, or lodged FIR in police station.

Therefore, I will take the following steps:

- a) First I will conduct an enquiry myself with help of other Parishad members into incident, as BDO has just informed me.
- b) If I find that the incident is true and Panchayat Secretary is in hospital, I'll extend all treatment support to him. Also, I'll talk to the poor woman and tell her to lodge FIR against Secretary if he demanded bribe. Law will take its course here.
- c) Also, I'll ask Police to investigate into Panchayat Member's actions and proceed accordingly with relevant sections of law he has violated.

In this way, I will be able to solve the issue in unbiased way and uphold my values of non-partisanship, empathy, integrity and going by law.

Case Study 29:

Your friend is staying with you and is preparing for the civil services exam along with you. He is from a very poor family. You know him since childhood. You have accommodated him for free of cost in your room. He is not paying for anything. Earlier he used to work hard, but lately he is spending his time mostly watching movies or talking to friends on the phone. There is another friend who wants to

move in to your room. He is willing to pay half the rent. He will also arrange his own food.

Though you have made efforts to make your friend realize his mistakes, he still continues to spend time on unproductive activities. He has never disturbed you directly though. Recently the rent was increased. Now it is a burden for you to pay all the rent and food charges of your friend.

What will you do? Explain why.

Answer:

First of all, preparing for civil services needs both passion as well as determination. If my dear friend is seeking diversions from studies, it might be either that he is disturbed or is not passionate enough for being a civil servant. Since I've already tried motivating him to study many times and has failed in my attempts, I assume that he is precisely not much passionate to be in the civil services. In that case, it would be sheer wastage of his time and energy. Given the situation that the financial burden over me is increasing, I would call him over to have a heart to heart talk.

I would let him know that being his friend since childhood and knowing his background, I'm concerned over his future. I would suggest him to pursue something of his interest if he is not passionate enough for being a civil servant. I would also let him know that I had been more than happy to accommodate him, as I considered it to boost his morale to clear civil services, and now that I find my sacrifices going futile, and since the economic cost is increasing, I find it disturbing to waste hard-earned money. He would have to make a decision, either to move out and pursue his interests, or to stay and devote himself completely to preparation, and this is to be done at the earliest, not just for my sake but for ensuring himself a good future.

I hope he might give it a serious thought and make a decision, within the given time, which in either way makes me comfortable.

Case Study 30:

You are working as an Executive Engineer in the Panchayat Raj division. An RTI activist has filed an application seeking information regarding tender process to project completion of all road projects that you have supervised and allotted since you assumed office. In one of the road projects, under pressure from an influential politician (he had threatened you with life), you had mismanaged the tender allotment process and allotted works to the politician's brother who is a contractor. The project was worth Rs 20 crores. The road constructed was substandard.

In this situation, what are your moral obligations and what course of action will you take? Explain.

Answer:

A mistake can never be corrected by another mistake. The right approach would be to accept the fact that I have committed a mistake and confront it.

In my opinion there are 3 moral obligations

1. Inform the management of what has happened and how the tender was mis-allotted
2. Take corrective measure by starting action against the contractor and make sure the sub-standard road is worked upon
3. Reply to the RTI with the actual facts, in this particular case
 - a. report of the mis-allotment
 - b. Pending action from the management post the acceptance of the mistake
 - c. Action against the mis-management in laying road by the contractor

Judicial systems and punishments are in place not to make people suffer but to correct the wrong doers. If your actions show remorse, and guiltiness, and genuine effort to work for the society, you can walk away with minimal punishment.

Moreover, I should accept the punishment as it can remove the guilty feeling, and make my determination stronger to not slip in the future.

My overall approach is based mainly on two points

1. A mistake cannot correct another mistake. So accept the fact.
2. See if any corrective measures be taken without costing exchequer
3. Confront the issue with people in-charge, so you can get minimal punishment and continue duty for the society with more determination and dedication

Case Study 31:

You are working as Home Secretary in the Ministry of Home Affairs. During your tenure, you have acted toughly against anti-national elements including many banned terrorist organisations. While on a private trip, you have been abducted by terrorists belonging to a banned terrorist group. They have demanded the release of all the terrorists jailed in different parts of the country in exchange for your safe release, failing which you will be killed. They are asking you to record a video message for the government appealing them to release all the prisoners for your own safe release. They have given an ultimatum of one week for the government to respond, failing which your video message would be sent as last resort for the government to act.

- 1) Examine the ethical issues involved in the above case study. **(50 Words)**
- 2) Will you record a video statement as demanded by them to influence the government? Explain why. **(200 Words)**

Answer:

I would record video message.

Firstly, I think one of the basic criterion for action to be judged as ethical or unethical is that it has to be voluntary. Action forced or performed under duress is neither ethical nor unethical. So, even if I record a video, it would not be unethical.

That being said, it would be misleading to equate my video appeal to possible release of the terrorists. The government is able to take its own decision for which again, I am not responsible. There are may other factors involved in the situation

besides my own life like creating a new or already existing precedent to such incidents of abduction, government's policy of negotiation with terrorists and my self-worth to the nation. I am not the sole judge of all of these.

Thirdly and more importantly, everyone is allowed to go for self-preservation. Threat of death is imminent for which action has to be taken immediately. I must preserve my own life.

Case Study 32:

Your husband is watching a news report on rape along with your 8 year old daughter. The report is airing graphic pictures of rape and murder scenes. Your father-in-law who is also watching the report comments that your daughter is not safe on the streets and she should be taught how to dress from now itself so that she would be safe when she grows up. Your husband concurs. In the same hall you are helping your son with his home work while listening to all the conversations happening in the hall. In between your son, who is 12 year old, keeps asking you about what's rape, who commits it and why every news channel is talking about only this issue etc. You are focusing only on his home work and not reacting to anything.

Identify the various issues in the case study and give your opinion on them.

Answer:

The first issue at play here is media coverage of heinous crimes. While coverage is essential and creates awareness, inciting graphics with vivid coverage of brutal acts needs to be censored. Airing pictures of rape victims' bodies, even with blurred faces should be out rightly censored. At the same time, adults need to ensure that children don't get to view the channels that air provocative graphical content. Awareness is important, traumatizing isn't.

The second factor at play here is society's perception of rape. It is naïve and misleading to assume that rape is primarily because of the clothing pattern or character of the victim. People who are justifying curtailing the freedom of victims are in a way justifying the actions of the perpetrators of sexual crimes. Awareness should be created to erase the further social victimization of the victims and they should not be deemed responsible, partially or fully, for an act of which they are victims.

Thirdly, the question comes up as to spreading awareness about social crimes among children, especially teenagers. While it is beneficial to educate them, it must be ensured that the medium of communication is proper. We should not try to paint a helpless picture; at the same time we have to make them aware of this evil and teach them as to how important it is to curb the menace. They have to be taught that they are strong enough to raise their voice and counter this grave offence, so as to create a better society and nation.

Case Study 33:

You are serving as Superintendent of Police (SP) in a district notorious for kidnapping cases. In one such kidnapping case, ten school girls have been

kidnapped and hidden in an unknown place. In previous cases, where one or two girls were kidnapped, they were sold to prostitution racket in a foreign country. Your team, under your guidance tracks the kingpin of these kidnappings and arrests him. During routine interrogation, the arrested kingpin do not reveal any location names nor he talks about anything related to kidnappings. Your sources clearly tell you that he is the one behind all kidnappings. Even after using all legal methods to get information from him, your efforts have not yielded any result. Your friend, who is an SP in another district suggests you to torture the kingpin to get information. You are aware of the situation that the girls might be sold and trafficked to a foreign country if you further delay investigation.

What will you do in such a situation? Is it ethical to torture a person to save other innocent lives? Critically comment.

Answer:

Teleological theory suggests the action be judged upon the consequences of the action. Here, in this case I will be forced to torture the person as there is likelihood that he knows something according to my sources.

Deontological theory, suggests the actions be judged upon the duties being performed or not. And being the superintendent of police, law and order in the district is my supreme duty in conformity with respect to the liberty and human rights of other persons.

Also the utilitarian principle “greatest good for greatest number” conforms with the situation as the innocent lives are at stake against the life of the accused (kingpin)

In all the three cases I am justified for taking the action (torture) against the kingpin for getting more information from him. There is possibility that the kingpin shares either the information about the address of abducted girls or he knows about the conspirator who have done or can do such thing. While the torture can be mental, emotional and finally physical, there is a possibility that the investigation is taken forward (as legal avenues are not helping). In the course of action (torture) I am required to shackle the hedonistic principle or equilibrium position of the kingpin to gather the information. So it is ethical to torture a person for the greater good of the society.

The future course of the action can only be determined after shackling the equilibrium position as there is very little time for investigation of the abduction.

Case Study 34:

As a senior officer in the Ministry of Public Works Department you have access to important policy decisions and upcoming big announcements such as road construction projects before they are notified in the public. Your son is a land dealer and realtor. The Ministry is about to announce a mega road project. Once its is announced, the land price in the vicinity would see a steep hike. You have access to maps and know the dimensions of land to be acquired. Your son wants to know the complete details and he is insisting you about this. He wants to buy the land at present rates which is very cheap in and around the soon to be announced project.

He is trying to convince you by saying that he would purchase land confidentially and there would be no problem in future for you. You are aware that the Minister has already shared this information with his children who are also into the land business. In fact, the minister has asked you to do the same so that your son also makes huge profits. He has tried to convince you by saying that his and your children are buying land legally and there is no harm in it.

In this situation, what will you do? Critically examine various conflicts of interests at play in this case study and explain what are your responsibilities as a public servant.

Answer:

I will not share the information with my son. Moreover I would strongly advise my minister to do the same and would enlighten him with the moral and legal ramifications. With the 24*7 electronic media and the public outrage on corruption, I would advise minister that any such moves would irreparably damage his public image.

This is a clear case of conflict of interest and nepotism.

Various conflicts of interests:

1. Personal relationship gains vs. Professional behaviour
2. Relation between minister and me Vs. Professional conduct
3. Windfall monetary gains vs. Integrity

This is a classic conflict of interest. However this is neither an ethical dilemma, nor a legal one.

Legal aspect: The code of conduct for the public servants clearly proscribe me from sharing secret information except in the public interest. So I cannot share the information with my son.

Moral aspect: By sharing the information, I would rob the rights of the original landowners of the windfall gain that they might accrue. Honesty, integrity are the prerequisites for honour of public servant. So I should have extra precautions than general public to save my public image to justify public faith in the government.

Rational aspect: Even rationally helping my son in an illegal way would lead to moral degradation of my son as well. Gandhiji has called "Wealth without Work" as a deadly sin. Moreover immoral money only leads to moral and ethical fall.

In this case study the responsibilities of a public servant can be mentioned as:

1. He is a trustee of public money and should never utilize his position for his personal benefits at the cost of society.
2. Never indulge in corrupt practices
3. Being professional – means transparent and accountable in conduct, and not leaking organisation's secrets.
4. He should always choose a moral high ground and set an example of conduct and integrity.

Case Study 35:

Recently you were appointed as Panchayat Secretary. Block Development Officer has called you and other Panchayat Secretaries for a meeting. The meeting is headed by local MLA. In the meeting while taking note of different development activities, he tells everyone to contribute Rs 20,000/- towards building a community hall in nearby town for the benefit of community to which he belongs to. He says that as everyone is taking bribe there is no harm in donating few thousand rupees towards welfare activities.

After the meeting you meet the Block Development Officer and tell him that as you are new to the job you do not have money and moreover it's wrong to give money which will be unaccounted. BDO angrily shouts at you and asks you to not only give Rs 20,000/- by whatever means, you should also give him Rs 5000/- every month as part of 'tradition' that's in practice in his office since past many years. He says that once you learn the skills in your new job, you will start earning more.

How will you react immediately? What course of action you will take later and why? Explain.

Answer:

My immediate response will be to say no to his illegitimate demand. I will try to remind him of the service manual rules that strictly prohibit graft. Since BDO and MLA are asking for unaccounted money, it amounts to graft. By acquiescing, I will be colluding in a corrupt act that amounts to crime and is punishable under Prevention of Corruption Act. Coercive contributions specifically directed towards promotion of any particular community is a violation of Fundamental right (Art 27). I will remind them of the legal remedy in the form of writ petition, that I can use if they force me to contribute for MLA's community hall.

My service rule demands that on witnessing any graft I should immediately blow whistle by approaching suitable hierarchy. I will report the matter to Sub Divisional Magistrate and District Magistrate of the illegal tax of Rs.5000 imposed by BDO. But before reporting I will talk to other Panchayat secretaries and make them aware of their rights and duties. I will ask them to stop paying unaccounted tax to BDO. I will also seek their support in reporting the matter.

In case the SDM and DM are also a party to graft, I will first file an FIR at police station. This is a necessary measure to ensure security of my life. I will approach service tribunal to expose BDO and file a writ petition against MLA. The situation is testing my integrity, honesty and ability to resist illegitimate pressure. I will not budge and uphold these values.

Case Study 36:

You are posted as Superintendent of Police (SP) to a district which has history of communal clashes. You are married to a lady belonging to a particular minority community which has a significant presence in the district. You are cordial with everyone irrespective of their religion and caste. Unfairly you have been accused of having a very close relationship with businessmen and religious heads belonging

to a minority community to which your wife belongs. In the past this community was part of communal clashes in the district. As per the stats available, more people from this minority community have died in the past compared to the majority community in the clashes between them.

The media in the district, electronic and print, which is owned by a person affiliated to a large organisation representing the majority religious community, is writing series of articles accusing you of favouritism, nepotism and indifference to crimes committed by criminals belonging to the minority community. Some articles have also criticised you saying that your wife is influencing your decisions in some sensitive investigations. Some splinter organisations representing the majority community have held protests against you too.

1) In this situation, how will you react? Explain in detail why you will react in a particular way. **(200 Words)**

2) Examine which qualities of SP would be put into test in the above case study. **(100 Words)**

Answer:

These are serious allegations against an SP, who is responsible for law and order situation in the district. As a public functionary of higher civil services an SP not only do the right thing but also seen to be doing right thing in the perception of the public. This increases the informal power of an SP while maintaining law and order also simultaneously increases confidence in the people about their safety. Perceptions do matter a lot in public life though he is unfairly targeted.

Here the objective of the SP is to prove that he is neutral professional civil servant of impeccable integrity. This has to be done at various levels. SP may react as follows :

1. For all serious allegations that are coming on him in electronic and print media he may clarify the smoke around him in public. He may warn them to file a defamation suit for the news that is unsubstantiated by the evidence.
2. He must leave the trail for all his actions and maintain transparency in his functioning so that his neutrality can be verified in case of an enquiry.
3. From the protesting people he may take a written note about their objections and attach his response to their allegation, and send the same to his higher authorities. With the consent of the higher authorities he may publish same in the local media.
4. Also he should make necessary steps to clear the propaganda that he is having a close relationship with businessmen and religious heads belonging to a minority community. He should not maintain any personal contacts with the people which can strengthen this view. Allegations of nepotism can be scrapped as long as he can keep objective facts of his actions regards dealing with a particular community.

2) Qualities of SP would be put into test in the above case study:

1. Secularism
2. Professionalism
3. Transparency

4. Perception management
5. Emotional intelligence
6. Integrity
7. Neutrality
8. Religious tolerance
9. Problem solving
10. Leadership abilities

Case Study 37:

Shraddha recently landed a well paying software job in a reputed company in Bangalore. She has an ambition to become a civil servant. She is working hard towards it. Recently she wrote the entrance for Prime Minister's Rural Development Fellowship (PMRDF) and got selected as its Fellow. Though she received better salary in the present job, she wanted to accept the PMRD Fellowship and work for it. She will be posted in a far away state from her present location. The district where she will be posted is a sensitive region severely affected by Naxal problem. Few days ago, few civil servants and policemen were killed by Naxals in an ambush.

Shraddha's parents do not want her to leave the present job. Her boyfriend with whom her marriage is fixed is also not supporting her. She thinks that this fellowship would equip her with skills needed to work as an IAS officer in case she gets selected in future.

1. If you are in Shraddha's place, what decision will you take? Give reasons. **(150 Words)**
2. Do you think it's right on her boyfriend's and parents' part to say no to her decision? Critically comment. **(100 Words)**

Answer:

1. Personal ambition, family needs and wishes may not be aligned in similar manner for ever. There are at times when we need to partly sacrifice either of side to take a balanced decision looking at the gravity of issue or matter. More over in case like this, it is, firstly, important for me to be convinced about working in such area. I believe I will do my due diligence of current position of location and check for suitability from security perspectives. Once I am convinced, I will put the case in front of my parents and fiancée. I will explain how this assignment would add credence to my work profile and would be crucial for my future. In addition, I would like to emphasize my intention of taking this as platform of duty and service towards my motherland.
2. As my wellwisher, my parents and my boyfriend are right on their part to prevent me from accepting the offer, but its my responsibility to make them realize what my aspirations are and how the present course of action can help me to fulfill it. They should understand the day to day problems that confront a civil servant. At this point of time their encouragement would be of great help to me. Naxalism will no longer remain a threat to our social

fabric when we consider dealing with it as a shared responsibility and not just the duty of State authorities. Escapism cannot be a solution to any problem.

Case Study 38:

You are a Probationary Officer in a Public Sector Bank and you have been transferred to a branch located in Naxal affected area. On the very first day, while returning from work, you were stopped by a Naxal group. They sought 25% of your salary as 'protection money' which should be paid every month, and if you fail, you will be killed by the group without offering you any second chance. You are an IAS aspirant managing your preparation along with the work pressure. You are from a very poor family and this job has brought a ray of hope to you and your parents. You are unmarried though.

The local police is aware of this Naxal problem, which is common in the region, yet they are not taking any action for fear of their own lives and corruption.

What will be your course of action in this circumstance ?

Answer:

The situation offers three course of action:

- (a) Outrightly opposing their demand.
- (b) Acquiescing to their demand.
- (c) Putting up maximum permissible deterrence to their demand.

Option (a) is unpracticable as neither i have the capacity fight with them nor such permission is granted by law.

Option (b) is a reflection of timidity. It will reflect my spineless character which is detrimental to my future prospects as well as undesirable to the job of IAS i am aspiring to qualify.

Option(c) ie putting up maximum permissible deterrence involves a pragmatic approach. Its requires the application of knowledge acquired during IAS preparation. I will approach the police hierarchy to get my complaint registered. I case of denial i have legal remedy in the form of writ petition to force police personnels to act upon. I will pay the amount asked by naxals. It might appear as submitting to their diktat as a reflection of a meek personality, but actually its not. You have to put maximum permissible resistance to crime as permitted by law. Becoming martyr is not a solution neither is acquiescing without complaining to the authorities concerned. Right to defend ones life is recognised in Article 21 of our constitution. Futher, i will have avenues to solve naxal problem if i become IAS. I will utilise this subjugation may not state actors to motivate myself to qualify IAS and solve this naxal problem.

Case Study 39:

You are walking on a footpath in a crowded market. You notice that a person is lying unconscious on the footpath. He appears to be injured on his head. Every person is ignoring him and they passing by without even looking at him. As you

approach nearer to the laying person, you notice that he's actually murmuring something in pain and strong smell of alcohol is emanating from him.

What will you do in this situation? Explain why.

Answer:

One needs to see the scenario as a case of a suffering man who seeks help for life. It is immaterial whether he is drunk or not because as per Doctrine of Nishkama Karma, one needs to perform his duty with detachment. It is immaterial at the moment who and what has caused this, it is our duty as fellow citizens to save his life. This is one of the fundamental tenet of a cooperative society and as MK Gandhi said, "Hate the Sin, not the sinner".

So, call the local ambulance service and make him conscious and provide first aid. Find out the details of his kin and contact them. See that he is admitted to the hospital and inform the police of the incident. Long term measures would involve finding out the reason for this injury. If it has to do with road safety compliance in that area, one should raise concern at appropriate forum

Case Study 40:

You are working as an employee in a private company. One afternoon in the office you get a frantic call from your wife that your two year old daughter is very ill and her condition is critical. Unfortunately nobody is there around to help your wife in any way. Your car is the only option to take your daughter to the hospital, you have to rush to help your daughter as soon as possible.

You soon leave the office. On your way back home you hit an old woman and she is critically injured and before you notice she dies. Nobody has noticed the accident as it has taken place on a stretch of road that's always free of traffic and people. Your wife is calling you frantically for the help. Any delay would cost your daughter's life.

1. In this scenario what will you do? And why? **(150 Words)**
2. Examine the rules, laws and values which come into the picture in the above scenario. **(200 Words)**

Answer:

Driving in an emotionally charged state has caused death of an ailing old lady. Since the lady is already dead and my daughter is struggling for life my immediate step would be to ensure that my daughter's life is not lost because of my emotionally charged reaction towards the dead lady.

I will call the police and tell them about the accident and give them my personal details. Law demands that the dead body should not be displaced to determine the exact cause of death. So without disturbing the dead body i will drive to my home and take my daughter to the nearest hospital. My next step after ensuring her treatment would be to submit myself to the nearest police station. This is a case of culpable homicide not amounting to murder for which bail is an available remedy if the culprit submits to law. My submission and cooperation with police will earn me a bail immediately. So i can take care of my daughter. I will also inquire about

the family of the dead lady to explain them the cause of accident and seek pardon for my own self satisfaction. I will also offer them some monetary help if they are poor. Rest i will leave to the court to decide.

Case Study 41:

You are walking home from your work. There is a railway track nearby, which bifurcates some distance away from your home. While on your way you notice that four women have been tied to the tracks. A goods train is approaching fast. Some distance away you notice that your daughter is walking on the other track which is actually a bridge below which a deep gorge is located. There is an option to save all five women by changing the route of the train to other track. If you do so, you will kill your daughter. Your daughter has no escape option. She is unaware of any of these developments as she is walking blissfully listening to her favourite songs from iPod from her headphones. That track on the bridge is not used by trains owing to some reasons.

You can not run and untie all five women as it's impossible to do so without risking your life. If you do so, you will also get killed along with the five women.

In this situation, what will you do? And explain why.

Answer:

This situation involves conflict between my emotional feelings and moral responsibilities. If I succumb to emotional feelings and save my daughter, the act of selfishness might cause great dissonance as this inaction will cause immense suffering to 5 people.

Utilitarian approach advises me to reduce the suffering of the consequence by saving five lives at the expense of one. Doctrine of Nishkama Karma advocates that inaction is equivalent to death and one should perform his duty with detachment.

According to Kant's Principle of Universability, an act to save five helpless lives at the cost of one would have been taken up by any other virtuous person if the decision maker were not me.

As it is given that there is a deep gorge below the second track on the bridge and also that track is not used by the trains so diverting the train on that track will risk the lives of the train driver, conductor and other railway staffs on board as well as my daughter walking on the same track. Not taking any action is also not even worth considering as i can never forgive myself for this inaction throughout my life. Since the train is approaching fast so i do not have enough time to untie women and save them that too risking my life which will mean end to every hope of saving the endangered lives. Given i am returning from office may mislead that it is dark all around but the fact that i could see five women tied on the track and my daughter walking on the other track proves it wrong and indicates it is yet visible. So the best i could do is to follow the principle of Nishkam Karma i.e. perform my duty with detachment by trying to stop the train by waving my cloth in hand and

through panic body gestures so that the driver or other staff on the train could see me(as it is yet visible outside) and stop the train.

Case Study 42:

Suppose you are sitting on the seat of a crowded local train, you saw an old lady standing near you and then you offered her your seat but before she could take the seat a man took the seat and the man was aware that you had offered your seat to that old lady. In such a situation how will you manage the same seat for her?

Answer:

The case is a grim reminder of the loss of values in society and we often witness these incidences in our daily commutation. This situation presents two alternatives:

(a) The man is not feeling well and desperately needs the seat to rest. Obviously my interrogation to the person would give me an expected reply, that i am not well, whether he is or not. So i should rely on my observation and if i feel that he is not well i will not argue with him.

(b) But, in the other case the man would have blatantly ignored the old lady. This is often witnessed in peak hours. The culture of silence further supports this type of unemphatic behaviour. The situation demands my bold expression to ask him to vacate seat for the old lady. I must pay attention to use descent language. My boldness in asking seat will catch attention and support of other commuters and will force the man to vacate the seat. This is just another example of development of herd tendency in society. As soon as you take an initiative good people support you as society has still not become so immoral. Just an initiation is needed.

Case Study 43:

You are a father of 7 year old girl. You are living in a flat with your wife and daughter. You are working in high profile job in an MNC. Your boss is your close friend and because of him you have landed a good job. You also owe him lots of money. If it was not for him, you would have continued in less paying old job. Your boss frequently visits your flat. He is close to your daughter and wife. One day, your daughter complains that your boss did something unnatural to her in her bedroom. He actually sexually molested your daughter.

What will you do now? In the light of laws of the land, human rights and personal ethics, suggest a course of action that you should take.

Answer:

It is clearly a case of child sexual abuse. My boss on whom my daughter confides has not only broken her trust broken her trust but has also made her feel insecure even inside her own room by sexually exploiting her. This is not only a case of child abuse, it is also a violation of her fundamental rights and her rights as a child. First I'll take her to a hospital and get her checked for any external or internal injuries. I'll inform my wife about this and we both will talk to her. We will tell her how courageous she is and will try to calm her down. After this I'll contact the local police station and register an FIR against my boss. I'll also contact a child rights NGO about this as similar incidents might also have happen to any other child whose parents work under my boss. To protect my daughter from any

harassment via the media or the police, I or my wife will always accompany her during any question sessions with the police.

I'll also write about my boss's action to the senior members of my MNC and will try to get him expelled from the company. The fact that he was a close friend or had helped me to secure a good job is too minuscule to be of any significance compared to the criminal act committed by him on my baby daughter.

I'll leave no stone unturned to get justice for my daughter and will ask the court not to show any leniency towards such a damaged and horrible person.

Case Study 44:

You are posted as Superintendent of Police to a District. The stenographer, a beautiful young lady who is smart and hard working, grows close to you. You take her assistance in many office tasks. In the office and beyond a rumour spreads that you are having an affair with her. To make things worse the stenographer has confessed to her friends in office that she loves you. You are affectionate towards her but you are faithful to your wife. You do not worry about rumours and carry on with your work meanwhile growing more close to stenographer. Your wife comes to know about these rumours. A point is reached where the stenographer becomes powerful in the office thanks to your close association. Your continued association is straining your relationship with your wife and is also affecting your public image.

What will you do in these circumstances? Which values would you uphold most in such a scenario and explain why?

Answer:

In these circumstances, the foremost thing that I will do is to –

i) talk to her personally and letting her know about the consequences of this kind of confession in a work place, which is against the code of conduct of any department. Will try to make her understand that this is not only going to affect personal life but it will hamper one's self-respect, honor, integrity. Neither she nor I will be able to do work in a peaceful manner, where rumors keep on spreading like wildfire.

By directly letting her know that, since I am married and I am loyal and faithful to my wife and trust being one of the most important aspect of one's married life, this kind of relationship will directly affect each others life as in this case it is affecting me.

I will try to make her understand that she is young and beautiful, and this might be just an infatuation and nothing more than that.

ii) Second option would be to talk in front of my wife. This will also clear all the rumors that she is listening to. A direct face to face meeting along with my wife will help her understand the deeper sense of understanding and trust that me and my wife have for each other.

iii) Last option, if the above two does not work, would be to hold a meeting with all the colleagues and subordinates and let her know of the consequences and coming to a decision to send her to another post.

Case Study 45:

You are the principal of a girls' residential high school. One day a girl from an hostel complains that her warden, a lady who is also her class teacher, had beaten her last night for falling asleep early. It is a rule in the hostel that every student should study till 10 pm. The girl has suffered minor injury on her head because of the beating. The girl is requesting you to allow her to go home for treatment. You are aware that if her parents comes to know about this incident, things might turn ugly and also the issue could be sensationalised by the media, which in turn would affect the reputation of your school.

In this situation, what will you do and why?

Answer:

Corporal punishment is banned under RTE. Thus while the student has broken the law by not studying and sleeping early the warden too has exceeded her authority. In this situation the demand to go home can also bring unusual trouble to my hostel so i will take following actions:

- (a) First i will call the hostel doctor to treat the injured girl. I will also talk to her to placate her and help her come out of that shock. After she is comfortable i will try to know the reason of her early nap. If it is due to some illness i will arrange the necessary treatment.
- (b) Allowing girl to travel to her home in injured state may be hazardous for her as she may collapse midway. So i will inform her parents.
- (c) As the warden has broken law i will immediately suspend her and setup an inquiry to know the truth. Police shall also be informed as the RTE law demends me to do so.

With these actions in place well before the parents of girl child arrive and through my motherly treatment of the girl i can ensure and convince the parents of the girl to avoid any media reporting as requestive actions have already been taken by me. I will try to convince and assure the parents that any hype can effect the studies of other girls in the hostel. With these measure i am convinced that i will be able to control the situation with justice done to both the girl student and the warden.

Case Study 46:

You are a boss of a small private organisation. You are about to meet important clients who will be visiting your office shortly. But you get a call from your wife that your son who is suffering from autism is performing dance in his school, which is first for you both and a very happy occasion. The meeting which was scheduled can not be postponed, moreover if the meeting is successful, your company benefits enormously in terms of new contracts. As you deem son's performance is more important than the business deal, you ask your personal

assistant to call the clients and tell them that you are unwell and the meeting can be held tomorrow.

Identify different personal and professional ethical issues present and examine if any values have been compromised in the above case study?

Answer:

Case poses a dilemma between personal interest and professional interest. However, boss has tilted towards family than professional work.
personal ethical issues:

1. parent's responsibility towards children: presence of parents boost self-confidence in the children and they would perform better.
2. to give moral support to his ailing child: he wanted to please his child who is suffering from serious mental disorder
3. Responsibility towards family: As elder in the family, he has moral obligation to attend any event related to his family member to boost confidence.

professional ethics involved:

1. responsibility towards company: As a head, boss is always responsible for company's performance and position. So he has to give more importance to business matters equally along with family issues
2. transparency in dealing with clients/stake holders: by asking his secretary to lie before clients, he not only lost the trust of his subordinates but also set a bad precedent in organisation work culture.
3. sense of duty: duty is worship. one should do his duties without looking for any benefit. Even he wants to attend his son's function, the same reason could be told to clients and alter the meeting time convenient to both parties.

values that have been compromised:

1. Honesty: by asking his secretary to lie before clients, he not only lost the trust of his subordinates but also set a bad precedent in organisation work culture.
2. selflessness: he could balance both obligations but he tilted completely towards family interest.
3. Integrity: since he asked his secretary to lie, this case justifies his immoral values.
4. openness: he could have told the real situation to clients and alter the meeting time convenient to both parties at a later date.

Case Study 47:

Your father is persuading your sister to study medicine after her 12th Class results. Your sister wants to study engineering in a famous college. Because of her good ranks in entrance exams she can get admission for both engineering and medicine in top colleges. Your father tells her that he has invested lots of money and time for her education, moreover he and his wife are getting old and are tired of frequent

bouts of illness. He tells her that if she becomes doctor she can look after him and your mother when they get old. Your sister, despite your father's persuasion, decides to go for engineering course. Your father is shocked by her decision and has fallen sick, but your sister doesn't want to change her decision.

1. In the above case study, was your father right in persuading your sister against her will? Substantiate. (150 Words)
2. Do you support your sister's decision? Explain why.

Answer:

My father was absolutely right in persuading my sister against her will. because –

- (a) He's father and thus responsible for his children's future.
- (b) He can have genuine expectations from his children, as he has surely invested his whole life and money in raising us.

But, he was wrong in

- (a) Imposing his will on his children.
- (b) Having expectation that his children will definitely follow his planned approach.

He should have worked as a facilitator, in children's future planning rather than imposing his own will. Also, he should have planned his own future rather than depending on children's.

Yes, I support my sister's decision because –

- (a) Its her life to choose what she want's in life.
- (b) Even if she agrees with father, and joins medical, later she may not be able to cope up with it due to her aptitude towards engineering and may get depressed.

But, she also has a moral responsibility to take care of her parents. So, instead of defying father she should have opted for persuasion.

Now, in present situation she can rectify her mistake by taking care of fathers illness and showing him that she loves her, and despite her joining medical or engineering, her love for father won't reduce a pinch.

Case Study 48:

DevAnand is working as a clerk in Collector's office. Due to staff shortage, Dev also performs the task of raising flag over the office building every morning and taking it down every evening, although it is not part of his official job description.

One day a criminal turned politician Madan Puri dies. Years ago, Devanand's best friend was murdered during a riot allegedly orchestrated by Madan Puri.

Nonetheless, State secretariat passes an order to all District collectors, to keep National flag at "half-mast" over their offices, to mourn the death of the Mr.Madan Puri.

DevAnand sees this news on TV, gets angry with such mockery of our national flag. He decides not to go to office next morning and keeps the door key of rooftop with himself. He is confident, “no formal punishment can be given to me, because this was not part of my official duty. At most Collector will reprimand me informally but I don’t care because Madan Puri killed my best friend.”

Do you think DevAnand has made the right decision? Yes/No/Why?

Answer:

DevAnand made a wrong decision because:

- It prevents other staff members from carrying out the ‘official’ order from StateHQ.
- It puts his boss in an embarrassing position in front of the StateHQ.
- If Dev’s conscience doesn’t permit him carrying out a task, he should inform his boss. But running away with keys, without informing anyone = irresponsible.
- Such behavior is not expected from a good team player / a public servant.

Case Study 49:

DevAnand is the inspector in charge of Rampur Police station. The police station building is in dire need of repairs, but hasn’t received any grants for years. One day, a cyclone hits a nearby area, damaging most of the houses and shops. Although Dev’s police station gets partially damaged, but most of the building remain intact. Government sends a disaster assessment team to ascertain the level of damage and pay relief money. The DSP Mr. Pran, orders DevAnand to do following:

1. Hire some laborers and destroy the remaining parts of your police station building.
2. When disaster assessment team comes, you tell them building collapsed by the cyclone, and ask them to give priority in funding after all police station is one the most important public offices in a town.

Should DevAnand obey his boss’s order?

Answer:

The shelf life of lie and deception is very low. Especially when many people are involved. In this case: laborers and any bystanders.

Both Dev and Pran are risking themselves to an unnecessary negative publicity and possible departmental inquiry and punishment for professional misconduct. Indeed police building needed repairs and should have been given a grant months ago, but three wrongs don’t make a right:

1. Wanton destruction of a public building.
2. Misleading the disaster assessment team.

3. Police officer DevAnand spending his time and energy in such activity rather than doing rescue-relief-patrolling duty after the disaster.

Case Study 50:

DevAnand is working as an under Secretary in the pension department. One day, his friend GuruDutt, an SBI PO, narrates following incident:

1. For last two years, a retired Government employee Mr.Ashok Kumar is giving away 30% of his monthly pension to Mrs.Bindu Chopra every month through cheque.
2. I found Mrs.Bindu Chopra happens to be the wife of Mr.Prem Chopra, a section officer in the pension office under you (DevAnand.)
3. I feel something is fishy- may be this is part of a large bribe scam where senior citizens are forced to pay money to clear their pension files from Prem Chopra, and have to submit bribes in his wife's account.

DevAnand visits Mr.Ashok Kumar's house but he is suffering from Alzheimer's disease, unable to give coherent answers. Frustrated DevAnand directly confronts Prem Chopra. But Prem says *"Mr.Ashok Kumar was a friend of my father. He has no relatives or children and my wife Bindu has been taking care of him like daughter since a long time. Therefore, Mr.Ashok Kumar gives us money out of good will, so we can send our son to an expensive IIT coaching class @Kota, Rajasthan. Besides this is a personal family matter and none of your business."*

Do you think DevAnand made a blunder or was he merely performing an ethical duty?

Answer:

Here, both GuruDutt and DevAnand has failed to act in responsible manner.

Because:

- A banker must keep his clients' data confidential, unless required by the law to disclose it.
- GuruDutt didn't even wait to cross verify who else is giving money to Mrs.Bindu Chopra's account. Because if there was a 'large scale bribe scam' then lot other senior citizens would be making payment to Bindu's account, and not just Mr.Ashok Kumar alone.
- Even in that situation, Gurudutt had to consult his boss within his own bank first. He cannot go around giving informal tips to outsiders. This is an unethical act for a banker.
- DevAnand too acted in hasty manner. First, he starts 'investigation' based on an informal tip from a banker who is not supposed to tip him in the first place. He should have consulted the vigilance department before moving further.
- Second, Dev Anand confronts Prem Chopra, without any hardcore evidence. When you're holding a public office, you can't go around accusing people in

such haste. It breaks the office discipline, destroys the staff morale and allows the guilty person to cover his tracks.

www.jkchrome.com



JK Chrome

JK Chrome | Employment Portal



Rated No.1 Job Application of India

Sarkari Naukri
Private Jobs
Employment News
Study Material
Notifications



JOBS



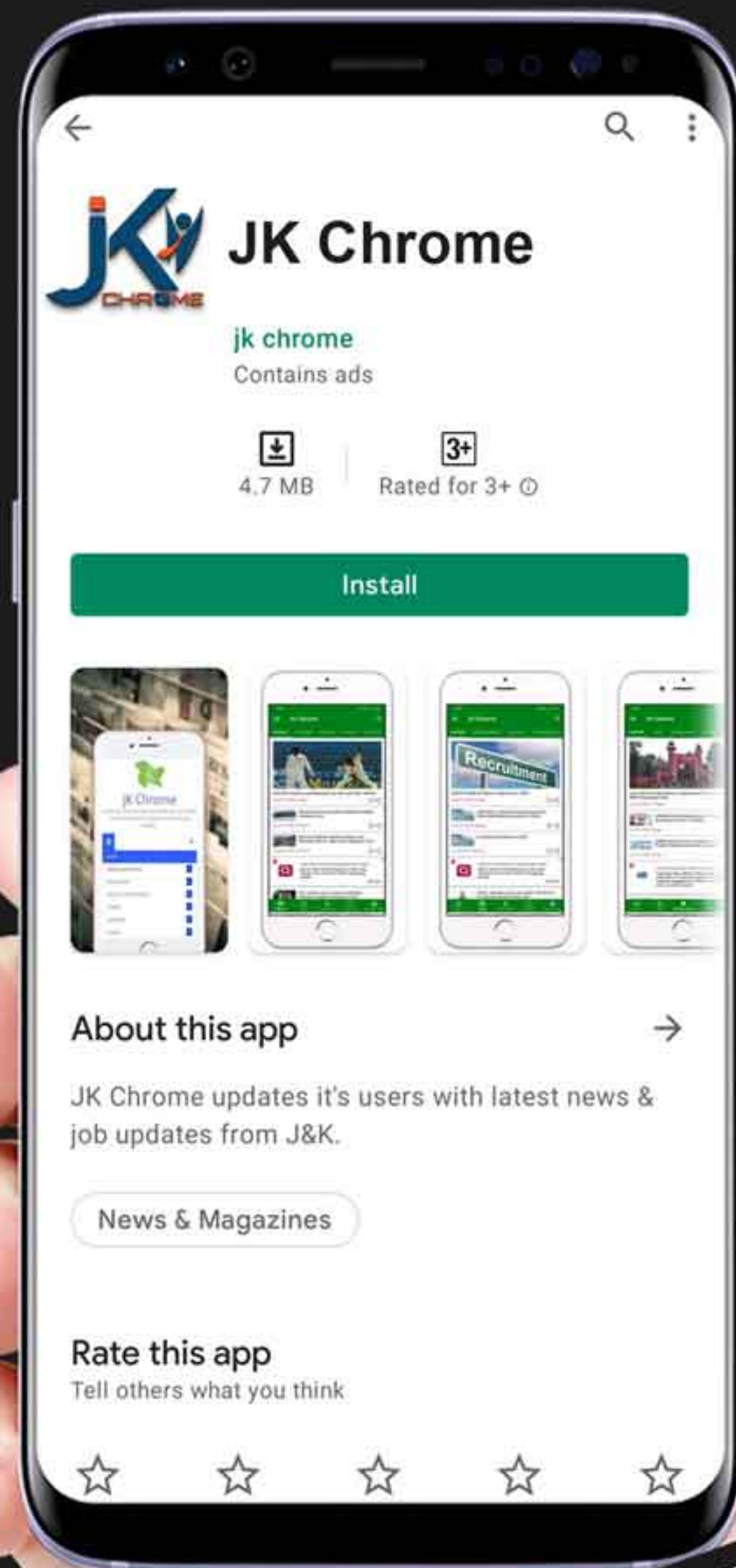
NOTIFICATIONS



G.K



STUDY MATERIAL



JK Chrome

jk chrome
Contains ads



www.jkchrome.com | Email : contact@jkchrome.com